

FWA

DEFENSE HOUSING

MANAGERS' MANUAL

July 1941

279

FEDERAL WORKS AGENCY

DIVISION OF DEFENSE HOUSING

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GENERAL INFORMATION

THE FEDERAL WORKS AGENCY AND DEFENSE HOUSING

As a Housing Manager you are identified with one of our largest Governmental organizations, the Federal Works Agency. We naturally want you to know something about it at the beginning of your training. Especially do we want you to become aware of the single, dynamic purpose about which the Agency is integrated.

That purpose, in the words of President Roosevelt, is "To carry out the people's will, promptly, effectively, without waste or lost motion."

The keynote of urgency in this statement is lost upon none of us today. Speed, efficiency, coordination—these objectives are imperative in our emergency Federal works programs. The FWA has driven hard toward them in its brief existence. Hazardous delay and duplication of effort have been eliminated, and projected work has gone more and more swiftly from drawing board into actual construction. As your acquaintance with the organization broadens, you will sense among the personnel the will and determination that the tragic mistakes of 1918 in defense preparation will not recur.

But to think of the Agency in terms of emergency only is wrong. There are other great objectives implicit in the Executive Order of July 1, 1939, bringing the FWA into being.

For almost a generation before that, engineering societies in the United States had advocated a department of public works for the Government. Their recommendation called for the centralization of planning and administration in related Governmental construction activities. The reason, of course, was that through centralization the ends of economy and increased social usefulness would be best served.

The experience of the last decade in our national life demonstrated in another way the soundness of this proposal. Increasingly it was recognized that Federal works provided a method of stabilizing economic activity and employment, and one which, in varying degrees, would be utilized for years to come.

The need for public buildings, roads, schools, houses, waterworks, playgrounds, airports, parks—neighborhood and country-wide improvements of many kinds—will not be dissipated with a receding threat to the Nation from without. It is rather a need that will be felt more strongly than ever before when the thought and energies of the people can be turned fully again to internal welfare.

So with abundant justification the Federal Works Agency was created. By terms of the President's Reorganization Plan five constituent agencies were consolidated under it. All these are well known to the public at large, and all have closely related purposes and functions.

The Public Roads Administration, responsible for the creation of a unified highway system, is one of the oldest of the Federal services extended to the Nation. Ranking with it in age is the Public Buildings Administration, charged with housing the work and workers of the Federal Government throughout the States and Territories.

With briefer, but no less commendable records, are the three other great agencies which in the span of 10 years have proved their value in almost every town and city: The Work Projects Administration, operating a work program for able-bodied men and women who cannot find employment in private industry; the Public Works Administration, concerned with major public construction; and the United States Housing Authority, dedicated to the clearance of slums and the building of decent, low-rent homes for American citizens.

Each of these agencies has contributed steadily to the morale and health of our people everywhere, and has helped to deepen our loyalty and pride and faith in our own Government.

The Federal Works Agency was not created because any one of them failed, nor because it was felt that a new organization should engage in public constructions and services. FWA is purely an administrative agency through which the five existing programs are integrated and through which they can most efficiently plan and schedule their various works.

The small staff organizations assisting the Administrator in correlating constituent unit functions show the range of expert attention given to each Agency problem. Included in the formulation of every policy and procedure are the General Counsel, the Executive Assistant and Budget Officer, the Director of Research and Statistics, the Director of Information, the Management Engineer, and the Director of Investigation, the Consultant on Public Works and Coordinator of the Public Work Reserve, the Director of the Division of Mutual Ownership, the Special Assistant to the Administrator on Labor Relations, and the Director of Personnel.

The *General Counsel*, by way of explanation, directs and coordinates the work of the legal staffs of the constituent administrations, and maintains the necessary relationships with the offices of the Attorney General and the Comptroller General.

The *Executive Assistant and Budget Officer* carries supervisory responsibility for the budgetary activities of the five units, and prepares the consolidated works budget. Another important duty is the planning of improvements in procedure throughout the Agency, an essential activity relating to budgeting functions. It is through this office that all constituent units deal with the Bureau of the Budget.

The *Director of Research and Statistics* provides the Administrator with facts and analyses, derived from the research and statistical data of the five units. Program planning and general direction and supervision of operating programs are based upon his findings. All constituent units clear through this office with other research and statistical agencies of the Government.

The *Director of Information* is responsible for giving public information on the unified program, stressing the social value and economy inherent in it. It is through this office that all constituent units clear with the Office of Government Reports.

The *Management Engineer* devises methods of scheduling and controlling construction operations of the units, so that program benefits are brought as quickly and cheaply as possible to the public. Centralization of management authority alone has already resulted in large administrative savings and better schedule control in the progress of the works undertaken.

The *Director of Investigations* conducts such investigations as are required by law to protect the Government in its business operations. Whenever necessary, he clears with the Federal Bureau of Investigation.

The *Consultant on Public Works and Coordinator of the Public Work Reserve* is responsible for developing a shelf of public works projects to facilitate the transition from an emergency economy to a peacetime economy. This work is coordinated by the FWA in cooperation with the National Resources Planning Board, and will later be more specifically related to the programs of municipalities, cities, and states.

The *Director of the Division of Mutual Ownership* is concerned with the development of defense housing under a mutual-ownership plan that gives tenants increasing equity.

The *Special Assistant to the Administrator on Labor Relations* handles all labor standards, programs, and problems connected with the construction activities of the FWA, and clears routinely with the Labor Department as well as with other labor agencies.

The last of these specialized assistants, the *Director of Personnel*, is charged with the duty of establishing uniform personnel procedures throughout the units, and with bringing them into harmony with those of other executive establishments through the Council of Personnel Administration, of which he is a member.

This then, is the composition of the Office of the Administrator, and the great engineering responsibility it discharges.

When the Lanham Act was approved on October 14, 1940, a new job naturally came to the Agency. By the Act, Congress specifically authorized the Administrator to acquire or construct and manage Defense Housing projects wherever the President found that an acute shortage of housing threatened to hold up defense activities, and wherever private construction interests were unable to meet the immediate needs.

To accomplish the purposes of the Lanham Act, and to make effective use of all existing public construction agencies, within the Federal Works Agency and without, the Administrator established a Division of Defense Housing and appointed, as its Director, Mr Clark Foreman. The two appropriations from Congress and the \$45,000,000 turned over to us by the Army have been allocated for the construction of the houses which the President has authorized us to build.

Standards for construction and livability have been adopted to govern all construction in this program. At the same time, we have worked with full recognition of the emergency which confronts the country, taking advantage of the production system that is used in the most advanced business enterprises. We schedule every single project authorized by the President and follow it through preliminary planning stages, construction, and up to the moving in of the tenants. Every step in this schedule is followed closely at production meetings held once a week in the Administrator's office. Already we are starting construction 59 days after the project is authorized. The schedule is constantly examined in an effort to shorten the time. Except where unusual conditions necessitate a longer time, we ask for bids from the contractors on the basis of 90 days for construction. We expect the managers to have completed all preliminary tenant selection before the houses are available for occupancy so that tenants can be moved in immediately, when the houses are ready.

Less than a year has elapsed since defense housing was declared vital and essential to our emergency preparation. Yet, as you already know, thousands of families of men engaged directly in defense activities have moved into these new homes.

The Federal Works Agency is justly proud of its achievement. Behind every development—behind the one to which you go as manager and representative of the Federal Government—there is a story of teamwork in planning and action. There is a story, too, of our keen sense of responsibility to the people of this Nation who pay the bill and pay our salaries. Let's not forget it. Let's do a bang-up job every day.

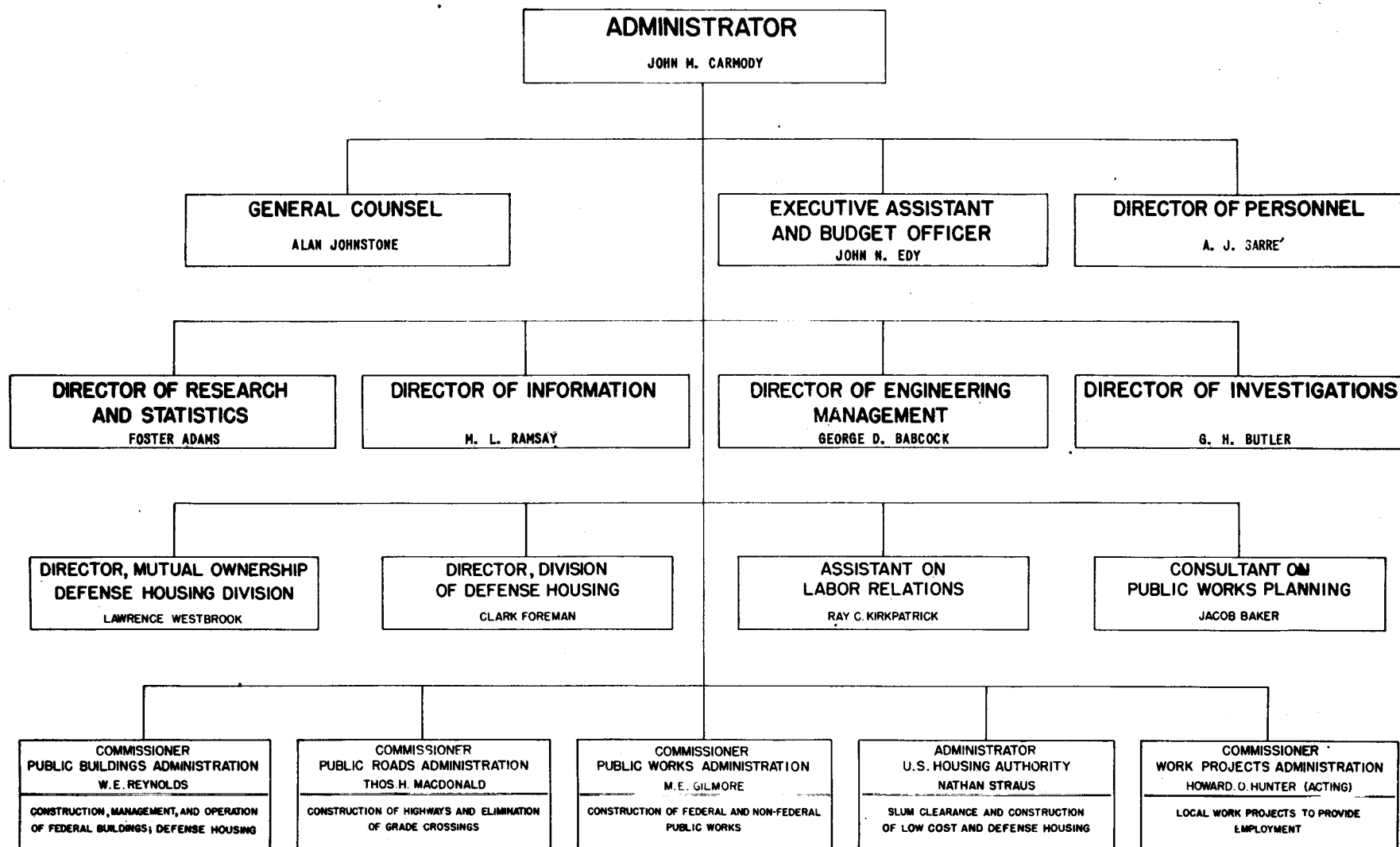
In a recent radio address the Administrator said: "From this moment on, when we think of defense homes we will think of ships and airplanes and tanks; and when we think of ships and airplanes and tanks we will think of the freedom of the sea and the freedom of the air and of the land; and when we think of the freedom of the sea and the freedom of the air and the freedom of the land we will think of the security of the United States of America as a free nation holding its historic place in the world of nations."

We welcome you into a loyal organization that has this vision of our job—to share and to accomplish a great undertaking.

*"The people's will * * * without waste or lost motion."*

John Carnody,
Administrator, Federal Works Agency.

FEDERAL WORKS AGENCY



LANHAM ACT

(Public—No. 849—76th Congress)

(Chapter 862—3d Session)

(H.R. 10412)

AN ACT

To expedite the provision of housing in connection with national defense, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled

Section 1. In order to provide housing for persons engaged in national-defense activities, and their families, in those areas or localities in which the President shall find that an acute shortage of housing exists or impends which would impede national-defense activities and that such housing would not be provided by private capital when needed, the Federal Works Administrator (hereinafter referred to as the "Administrator") is authorized:

(a) To acquire prior to the approval of title by the Attorney General (without regard to sections 1136, as amended, and 3709 of the Revised Statutes) improved or unimproved lands or interests in lands by purchase, donation, exchange, lease (without regard to section 322 of the Act of June 30, 1932, (47 Stat. 412), as amended, the Act of March 3, 1877 (19 Stat. 370), or any time limit on the availability of funds for the payment of rent), or condemnation [including proceedings under the Acts of August 1, 1888 (25 Stat. 357), March 1, 1929 (45 Stat. 1415), and February 26, 1931 (46 Stat. 1421)].

(b) By contract or otherwise (without regard to sections 1136, as amended, and 3709 of the Revised Statutes, section 322 of the Act of June 30, 1932, (47 Stat. 412), or any Federal, State, or municipal laws, ordinances, rules, or regulations relating to plans and specifications or forms of contract, the approval thereof or the submission of estimates therefor) prior to the approval of title by the Attorney General to make surveys and investigations, plan, design, construct, remodel, extend, repair, or demolish structures, buildings, improvements, and community facilities, on lands or interests in lands acquired under the provisions of subsection (a) hereof or on other lands of the United States which may be available (transfers of which for this purpose by the Federal agency having jurisdiction thereof are hereby authorized notwithstanding any other provisions of law), provide proper approaches thereto, utilities, and transportation facilities, and procure necessary materials, supplies, articles, equipment, machinery, and do all things necessary in connection therewith to carry out the purposes of this Act: *Provided*, That the cost-plus-a-percentage-of-cost system of contracting shall not be used, but this proviso shall not be construed to prevent the use of the cost-plus-a-fixed-fee form of contract: *Provided*, That the cost per family dwelling unit shall not exceed an average of \$3,000 for those units located within the continental United States nor an average of \$4,000 for those located elsewhere, and the cost of no family dwelling unit shall exceed \$3,950 within the continental United States or \$4,750 elsewhere, exclusive of expenses of administration, land acquisition, public utilities, and community facilities, and the aggregate cost of community facilities shall not exceed 3 per centum of the total cost of all projects.

Section 2. As used in this Act (a) the term "persons engaged in national-defense activities" shall include (1) enlisted men in the naval or military services of the United States; (2) employees of the United States in the Navy and War Departments assigned to duty at naval or military reservations, posts, or bases; (3) workers engaged or to be engaged in industries connected with and essential to the national defense; (b) the term "Federal agency" means any executive department or office (including the President), independent establishment, commission, board, bureau, division, or office in the executive branch of the United States Government, or other agency of the United States, including corporations in which the United States owns all or a majority of the stock, directly or indirectly.

Section 3. The sum of \$150,000,000 to remain available until expended, is hereby authorized to be appropriated to carry out the purposes of this Act in accordance with the authority therein contained and for administrative expenses in connection therewith: *Provided, however,* That the Administrator is authorized to reimburse, from funds which may be appropriated pursuant to the authority of this Act, the sum of \$3,300,000 to the emergency funds made available to the President under the Act of June 11, 1940, entitled "An Act making appropriations for the Navy Department and the naval service for the fiscal year ending June 30, 1941, and for other purposes" (Public, Numbered 588), and the sum of \$6,700,000 to the emergency funds made available to the President under the Military Appropriation Act, 1941, approved June 13, 1940 (Public, Numbered 611).

Section 4. When the President shall have declared that the emergency declared by him on September 8, 1939, to exist, has ceased to exist (a) the authority contained in section 1 hereof shall terminate except with respect to contracts on projects previously entered into or undertaken and court proceedings then pending, and (b) property acquired or constructed under this Act shall be disposed of as promptly as may be advantageous under the circumstances and in the public interest.

Section 5. Where any Federal agency has funds for the provision of housing in connection with national-defense activities it may, in its discretion, make transfers of those funds, in whole or in part, to the Administrator, and the funds so transferred shall be available for, but only for, any or all of the objects and purposes of and in accordance with all the authority and limitations contained in this Act, and for administrative expenses in connection therewith.

Section 6. Moneys derived from rental or operation of property acquired or constructed under the provisions of this Act shall be returned to the appropriation authorized by this Act and shall be available for expenses of operation and maintenance including administrative expenses in connection therewith, and the unobligated balance of the moneys so deposited shall be covered into the Treasury at the end of each fiscal year as miscellaneous receipts.

Section 7. Notwithstanding any other provisions of law, whether relating to the acquisition, handling, or disposal of real or other property by the United States or to other matters, the Administrator, with respect to any property acquired or constructed under the provisions of this Act, is authorized by means of Government personnel, selected qualified private agencies, or public agencies (a) to deal with, maintain, operate, administer, and insure; (b) to pursue to final collection by way of compromise or otherwise, all claims arising therefrom; (c) to rent, lease, exchange, sell for cash or credit, and convey the whole or any part of such property and to convey without cost portions thereof to local municipalities for street or other public use: *Provided,* That any such transaction shall be upon such terms, including the period of any lease, as may be deemed by the Administrator to be in the public interest: *Provided further* That the Administrator shall fix fair rentals, on projects developed pursuant to this Act, which shall be within the financial reach of persons engaged in national defense: *Provided further,* That any lease authorized hereunder shall not be subject to the provisions of section 321 of the Act of June 30, 1932 (47 Stat. 412).

Section 8. In carrying out the provisions of this Act the Administrator is authorized to utilize and act through the Federal Works Agency and other Federal agencies and any local public agency, with the consent of such agency, and any funds appropriated pursuant to this Act shall be available for transfer to any such agency in reimbursement therefor. Nothing in this Act shall be construed to prevent the Administrator from employing or utilizing the professional services of private persons, firms, or corporations.

Section 9. The Administrator may enter into any agreements to pay annual sums in lieu of taxes to any State or political subdivision thereof, with respect to any real property acquired and held by him under this Act, including improvements thereon. The amount so paid for any year upon any such property shall not exceed the taxes that would be paid to

the State or subdivision, as the case may be, upon such property if it were not exempt from taxation.

Section 10. Notwithstanding any other provision of law, the acquisition by the Administrator of any real property pursuant to this Act shall not deprive any State or political subdivision thereof of its civil and criminal jurisdiction in and over such property, or impair the civil rights under the State or local law of the inhabitants of such property.

Section 11. The Administrator is authorized to make such rules and regulations as may be necessary to carry out the provisions of this Act, and shall establish reasonable standards of safety, convenience, and health.

Section 12. Notwithstanding any other provision of law, the wages of every laborer and mechanic employed on any construction, repair, or demolition work authorized by this Act shall be computed on a basic day rate of eight hours per day and work in excess of eight hours per day shall be permitted upon compensation for all hours worked in excess of eight hours per day at not less than one and one-half times the basic rate of pay. Not less than the prevailing wages shall be paid in the construction of defense housing authorized herein.

Section 13. If any provision of this Act, or the application thereof to any persons or circumstances, is held invalid, the remainder of this Act, or application of such provision to other persons or circumstances shall not be affected thereby.

Section 14. At the beginning of each session of Congress, the Administrator shall make to Congress a full and detailed report covering all of the transactions authorized hereunder.

Approved, October 14, 1940

THE DEFENSE HOUSING DIVISION

Adequate housing is necessary to build morale for a successful defense program. Our defense workers and their families must be adequately housed at rents they can afford to pay, for only healthy and happy workers can produce at the high rate of efficiency required in these times. To assure this, the Division of Defense Housing of Federal Works Agency has been established to plan, develop, and administer defense-housing activities and ultimately to dispose of the properties in the public interest when the national emergency has ceased to exist. Our first job, then, is to construct the public defense housing authorized by the President and to manage the houses so as to do the utmost toward building good morale.

Administrator John M. Carmody's first order to me was that we should ask for the cooperation of, and work with all existing housing agencies. The Federal Works Agency has, therefore, not only built houses through this Division and the Division of Mutual Ownership but also through the Public Buildings Administration, the United States Housing Authority—both of which are in the Federal Works Agency—and through the Navy, the Army, Tennessee Valley Authority, Farm Security Administration, The Alley Dwelling Authority of the District of Columbia, and some local housing authorities. As new projects are being built we are trying to take advantage of the experience of these various agencies in the projects already built. We are striving for a type of construction that will be economical, both initially and for maintenance over a long period. We want every dollar spent to provide the utmost in livability for the defense workers.

By reviewing all plans, specifications, and site layouts for defense-housing projects we endeavor to see that the projects are planned so as to provide the most satisfactory living quarters and to see that the construction is such as to permit efficient and economical operation and maintenance. Mr. O. Kline Fulmer, an architect who has also had considerable management experience, is in charge of the Construction Review Section. It is his job to protect us; it is his job to see to it that we do not construct projects that will be inadequate for living, or costly to manage and maintain. Comments and suggestions from our operating personnel in the field, made in the light of their experiences in management, will be welcomed. We want your constructive criticism not only of the houses but of the site plan and other facilities as well. You are the men to whom we must look for constant help in improving our program.

You managers will be the personal representatives of the Administrator on the project, and the whole Federal Works Agency will, to a large extent, be judged by your actions in this job. The Federal Government will be personalized in you, according to the thinking of most of the tenants. This is no small responsibility and one which should always be present in your mind. Careless actions on your part will be blamed not only on you but on the whole Federal Government.

In many respects the job of managing these defense houses differs considerably from any other management experience which you may have had. We are working on a specialized problem to meet an emergency need. In order to do that most effectively, and in line with the intent of Congress, Administrator Carmody has established certain policies which are to govern the management of these houses. It is to familiarize you with these new policies and to clarify the procedures in your mind so far as possible that we undertake this short training course. I hope that you will make the most of it and bring out all the problems that occur to you. This is the best way for you to start your job adequately prepared. Once you are in the field, however, you should not hesitate to continue to raise questions and make suggestions as they occur. If we work closely together on these problems and keep everything out in the open, all of us undoubtedly will do a much better job.

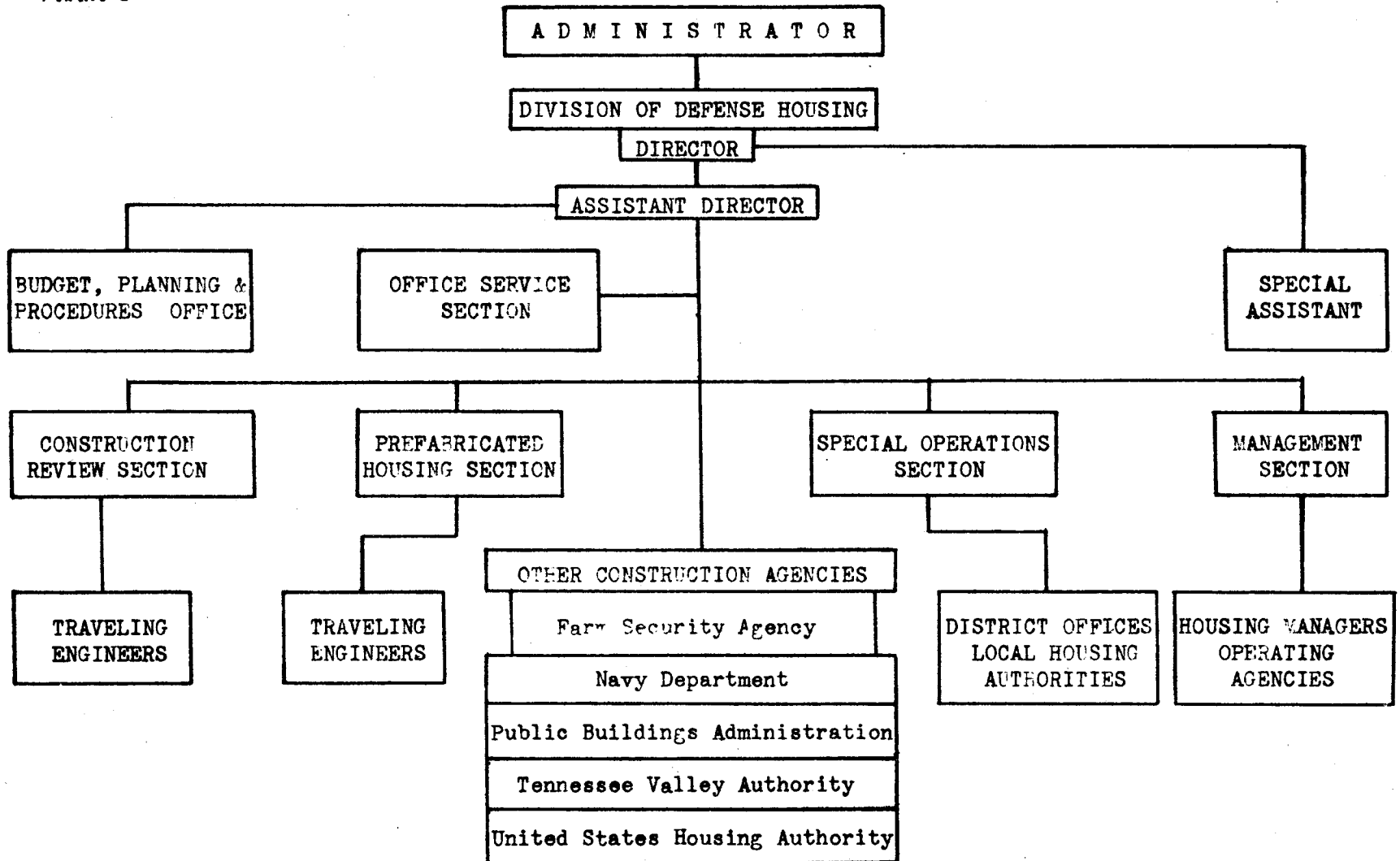
Management activities are under the immediate direction of Mr. Reeder and Mr. Bradner, whose responsibility it is to recommend management policies and to direct and supervise your activities as managers. Most of your contacts, therefore, will be with and through them and members of their staffs.

By accepting appointment as a housing manager you have assumed a responsibility of real importance. A successful defense effort is directly dependent upon the morale of those who are playing an active part either on the first line of defense or in producing materials for defense. We hope that you will realize that you have a vital part in the defense program and that you, perhaps more than any of us in the Washington office, can change the thinking and planning that have gone on before you into living reality for the defense workers and their families.

CLARK FOREMAN,
Director of Defense Housing.

FEDERAL WORKS AGENCY

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GENERAL STATEMENT OF THE RESPONSIBILITIES OF A HOUSING MANAGER

Housing for defense workers is a new venture in the public housing field. We are not attempting to do slum clearance or rural rehabilitation, nor to finance private house building. While we are taking advantage of the accumulated experience in these other housing endeavors, our job is not a relief job. It is to provide housing for defense workers where that housing is needed and not now available. Before we start to build, a study has been made as to the availability of houses in each locality as compared to the need; and the authorization to build is our certificate that the only way adequate housing can be furnished to defense workers is by Government housing.

Defense housing is being intelligently planned and well built within the time and cost limitations of the program. In the management phase of the program we face the responsibility for the general administration, operation, and maintenance of these housing developments after they have been constructed. This is a task which calls for a high degree of administrative ability, a knowledge of good business practices, a devotion to public service, an understanding of public relations, considerable energy, unquestioned integrity, and a generous quantity of common sense. Management of these developments is a great deal more than collecting rents and repairing clogged plumbing or a leaky roof. In the last reckoning the defense housing program will be judged largely by the quality of the management. Only a well-managed development will fulfill the purposes it is intended to serve.

In any undertaking it is necessary to establish the rules of the game. We call these rules by the more stilted term—policies. The establishment of policies for a far-flung program such as this is not easy. In management our basic policy is to decentralize authority and responsibility to the field as much as it is possible to do so. Insistence on compliance with certain standards and procedures will of course be necessary but we recognize that every Manager will be faced with different problems and we intend to give him sufficient latitude to deal with these problems. The function of the central office staff is to help you to do a better job and not to police you to see that you are operating according to a predetermined pattern.

The Congress, in passing the Lanham Act and subsequent amendments, has laid down certain principles which we must closely observe. It has said that defense housing should be rented to enlisted and civilian personnel in the naval or military service and workers in industries connected with and essential to the national defense at fair rentals "within the financial reach of persons engaged in national defense." A great deal of thought was given to interpreting this broad principle into a workable policy. Our present rent policy is the result. This policy which attaches the rent to the family on the basis of their income, rather than the orthodox custom of attaching the rent to the dwelling, has appeared to be the most effective way of carrying out the intent of Congress when it is considered that defense housing is being called on to serve families within a wide range of incomes.

The question of tenant eligibility is another matter which has had to be interpreted in the light of the Lanham Act. Keeping in mind that the purpose of defense housing is to help to reduce labor turnover in defense industries and to aid in maintaining the morale of the armed forces by enabling the families of enlisted and civilian personnel to secure adequate housing near military posts and knowing that more families would apply for defense homes than could be accommodated, certain priorities of tenant eligibility had to be established. These priorities are of more importance to Managers of developments serving industrial workers since in the case of enlisted and civilian personnel of the Army and the Navy the matter of eligibility rests with the local commanding officer.

Recognition has been given to the fact that the increase in population in a particular community, inevitably will increase the costs of local government services in that community. Since federally owned property is not taxable by local governments and at the same time costs of local government are met chiefly by revenues derived from property tax levies, the Congress authorized payments in lieu of taxes. In an effort to deal equitably with

all local political subdivisions, the Administrator has established the policy of paying the same percentage of rental income to all local governments furnishing full services to housing developments. The maximum payment is 15 percent of the rental income with a lesser percentage being paid if a municipality fails or is unable to furnish a particular service or services.

Some developments, because of size or location, will need and can support commercial facilities beyond those presently available. A Manager cannot escape the responsibility for helping to work out this problem for his tenants. Where private capital is willing to furnish adequate facilities and services the Government will give every reasonable encouragement to the solving of the problems in this manner. If such is not possible the Government itself may have to step in and supply essential services and facilities.

In the matter of schools and public recreation we plan to work entirely with the local public agencies normally furnishing these services. Each locality will have a different problem which must be solved for the individual situation. I am sure you will find that most communities recognize that the national defense program calls for the utmost contribution on the part of everyone and that they will extend you their cooperation on that basis.

Acquaint yourselves early with all local and Federal Government agencies in the community in which you may be stationed. You will be amazed at the organized resources of your community both public and private. Know these agencies and make use of them. WPA and NYA are very likely to be able to give you a great deal of assistance in a number of different fields. Also, you will want to work closely with the local Homes Registration Office and the local Defense Committee where they exist. If there is a local housing authority or citizens housing committee you should establish contact with them within the first few days after your arrival.

The Division of Defense Housing Coordination, in the Office for Emergency Management, has been set up to recommend to the President the need for public housing. That Division bases its recommendations on surveys made by the WPA and other agencies. You will probably be called upon by a representative of the Coordinator's office in connection with a meeting which is held to recheck the need after the housing has been constructed. At these meetings there are usually represented, in addition to the Housing Manager and the representative of the Coordinator's office, the representatives of the local defense industries, or of the Army or the Navy, as well as representatives of the Federal Housing Administration, and of other Government agencies interested in this general problem. That meeting is purely advisory and all recommendations from it should be referred to this office before any action on them is taken by you. We are glad at all times to get the advice of the Coordinator's office, but the responsibility for determining rentals and all policies rests with Administrator Carmody.

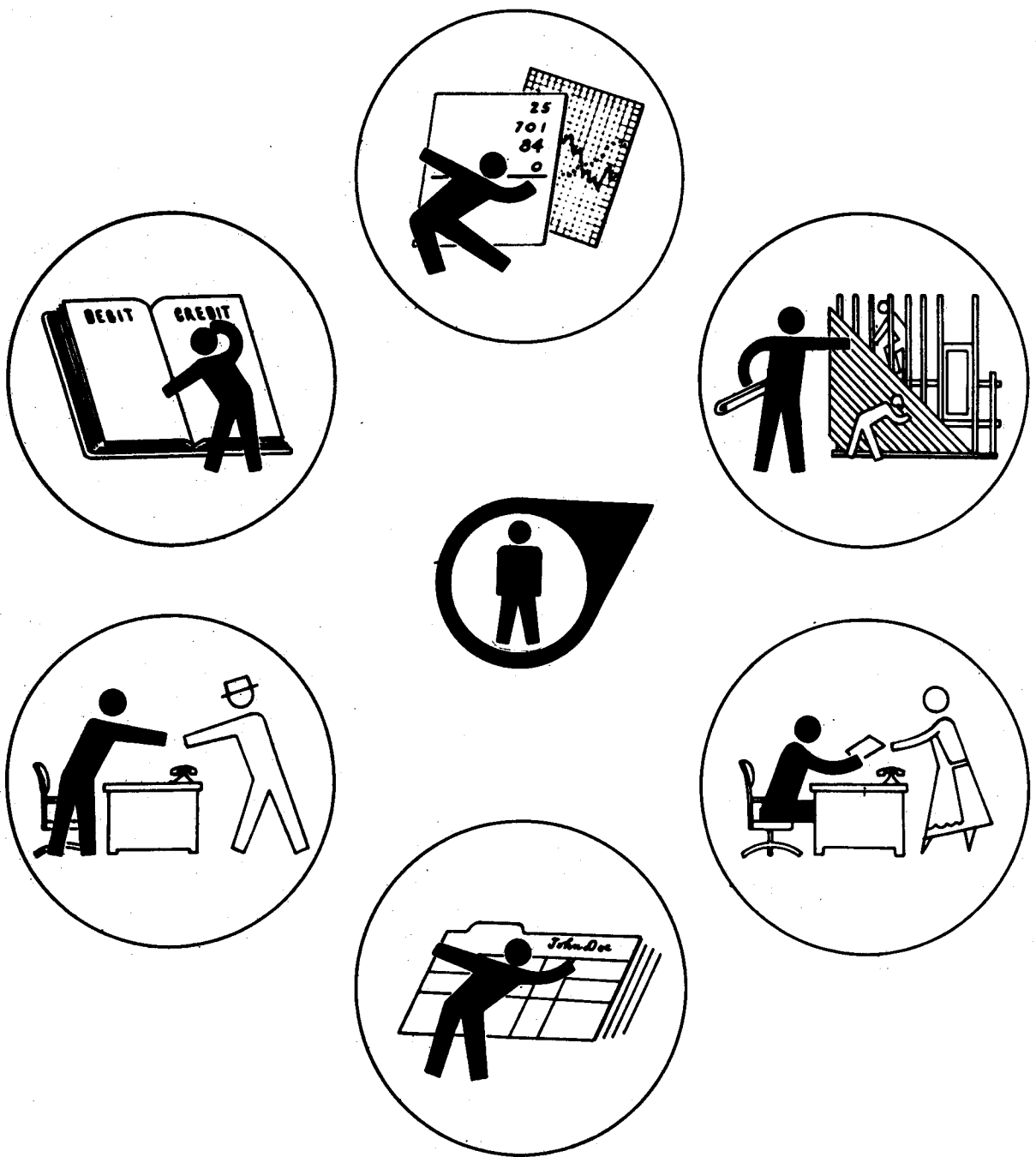
Acceptance and support of the defense housing program in your community will depend to a large extent on how you and your staff handle the matter of public relations. You must remember that almost everything you do and say will reflect either favorably or unfavorably on the program. As a private citizen you can do and say many things which go by unnoticed but when you become a public official and a representative of the Federal Works Agency your words and deeds take on a greater significance. The responsibility of a public servant is a serious responsibility and it must be discharged accordingly. In selecting your staff keep this in mind. It is important that every member of your staff approach his job with this same sense of responsibility as a public servant.

Every defense housing development should become an integral part of the community in which it is located. Avail yourself of every opportunity to make this a reality. One of the most unfortunate things that could happen would be to have a community, or the tenants of a development itself, consider for a moment that the families of those directly identified with the defense program were in any way different from the rest of the people of the community. As Americans we are all striving to protect the freedom and independence of our

land whether we live in defense housing, in a shack by the tracks, or in the mansion on the hill.

Great care has been exercised in the selection of you Housing Managers. A great deal is expected of you. At the same time a wonderful opportunity lies before you to do a good job and to make your contribution to the national defense effort worthwhile. We are faced with a bigger job of housing management than anyone has ever faced before. We want to do that job efficiently and economically. Not one of us claims to know all the answers and we do not expect you to, but we will expect you to give the best you have to make a success of your part of this important task we are undertaking together.

SHERWOOD REEDER,
Assistant Director of Defense Housing.



PLANNING AND CONSTRUCTION

PLANNING AND CONSTRUCTION

PROJECT PLANS AND CONSTRUCTION

To assure adequate and well-planned housing under the defense housing program, certain standards were adopted by the Administrator. It is suggested that a copy of these standards be reviewed in detail, as only the main points will be discussed here. It was believed that the standards would provide appropriate amenities to protect the interests of families who occupied defense homes, and would also allow the houses to be constructed within the cost limitations of the defense housing legislation.

PROJECT
PLANS AND
CONSTRUCTION
PLANNING
STANDARDS

In general the types of projects fall into three categories: Permanent, Demountable or High Salvage Value, and Portable. The Federal Works Agency is concerned primarily with the first two of these types. A detailed definition of these two types is as follows:

Permanent.—In localities where a permanent increase in population was contemplated or where the need was of uncertain duration but where any housing which was built could, at the end of the emergency, become a permanent part of the locality's low-rent housing and slum-clearance program, the defense housing was designed for permanent use.

Demountable or High Salvage Value.—In localities where activity in connection with the defense program was of uncertain duration, and where there was no chance of integrating the new housing with the normal housing needs of the locality, construction is of a demountable character and has a high salvage value. For instance, the introduction of a large industrial plant in a small city may double or triple the population of that city in the course of a few months. Termination of use of the plant for defense purposes might mean an immediate exodus of population. The proper disposition of the housing built for workers in such a situation was of extreme importance in order to prevent the creation of "ghost towns," and the depreciation of the property values of privately owned houses. The construction of this type of demountable house for an uncertain period of use does not mean, however, that the standards of livability, safety, convenience, and health are lower than those established for permanent housing.

In the selection of sites every effort was made to satisfy the requirements not only of emergency needs but also of a sound, long-term plan for the community as a whole.

SITE
SELECTION

Wherever possible local housing authorities and other local officials and planning agencies were consulted to insure proper support of the project and avoid delay.

In an attempt to protect the project from detrimental surrounding land use and to allow for future expansion it was recommended that some land in addition

B.001

to that actually needed for the project should be optioned or purchased when the original site was selected. The following check list of important factors was considered in the selection of sites. Naturally few sites would be ideal from all points listed, but it was our desire to check as many items as possible prior to selection.

1. The site should be free from adverse influences such as swamps, marshes, industrial plants, and railroads producing chronic nuisances such as smoke, noise, fumes, odors, etc.

2. The site should not be located in proximity to bodies of water subject to periodic flooding.

3. Subsoil conditions, drainage, topography, and other physical factors are to be considered in order to keep engineering costs at a minimum.

4. The availability of utility services, the cost of extending existing lines, and the rates at which various services are available are carefully considered before selecting a site.

5. Relationship to employment in defense activities and relationship to places of employment after the emergency are considered.

6. Adequate free-school facilities should be available if possible.

7. If adequate municipal services are available, agreements are worked out with local governmental units for these services. Such services include police and fire protection, health and welfare services, refuse removal, storm and sanitary sewers, etc.

8. Provisions are made to assure an adequate supply of good water for drinking, household use, and fire protection.

9. Investigation is made of existing recreation facilities and the adequacy of such facilities.

10. Studies are made of the availability of adequate inexpensive transportation facilities to place of employment and provision for extension if necessary.

11. Consideration is given to the relationship to adequate shopping facilities.

12. The site should not be located where occupants of the project will be exposed to traffic hazards.

13. Reference is made to existing city or county plans in selecting sites.

14. The location of the site with reference to military objectives is studied.

SITE PLANNING

An attempt was made to plan all projects on the basis of future disposal of each project as a whole or in parts of adequate sizes for large-scale operation rather than as individual home properties. The purpose of this was to:

1. Make most efficient use of land.

2. Minimize capital, operating, and maintenance costs by grouping houses and space for parking or future garages, and by using paths, roads, public utilities and common community facilities, and by minimizing paved areas.

3. Facilitate group planning, with protection of pedestrians from motor traffic.

4. Improve appearance by lessening monotony.

An attempt was made to design for definite use all land in the built-up area of the project site. With the exception of specific community and commercial areas all land except streets and paths was planned for tenant maintenance.

Areas adjacent to dwelling units were limited to the amount each tenant could reasonably be expected to maintain. Streets and drives within the project were laid out to secure a maximum of privacy for families occupying the development and safety from traffic hazards. Attempts were made to design streets, service drives, and parking areas so that they might be dedicated to the city for future maintenance. In the planning of the sites it was not considered necessary to have direct vehicular access to the entrance of each house or building for ordinary traffic, visitors, deliveries, etc. However, vehicular ways are normally not more than 200 feet from the entrance of any dwelling unit.

Requirements for fuel delivery, refuse removal, and fire protection frequently determine this item of planning. Where coal or oil was used for individual unit heating it was usually considered necessary to have some direct access to each dwelling unit. In many projects this access was designed as a service drive which was expected to be used only for fuel delivery, garbage collection, moving, or fire protection. When the managers find these 10-foot service drives on their projects, it is hoped they understand that they are only for these few services and are not to be used by private cars or open to traffic other than the very minimum. In some cases this control may be achieved by signs and in many cases the entrance to the service drives is sloped sharply upward so that any vehicle must almost come to a complete stop before entering. It is extremely important that the Manager exercise control on the use of these service drives in order to eliminate traffic hazards and danger to the children and pedestrians.

Parking areas were planned for a large percentage of car ownership and wherever possible the areas were designed to be separate, at least in part, from direct traffic. This was achieved by the use of off-street parking butts or parking compounds. In some cases the parking areas were designed so that future garages could be erected if necessary. Street parking was not recommended except in rare cases because of traffic obstruction and pedestrian hazards.

Where existing facilities in the neighborhood were inadequate, space was allotted on the site plan for neighborhood shopping centers convenient and if possible within walking distance from all homes. In all cases the design of commercial facilities should be controlled and the number and type of stores limited to the probable future need of the community. If private capital cannot be induced to supply the required facilities it may be necessary for the stores to be constructed as part of the project. Haphazard speculative marginal development immediately adjacent to the community is usually found to be contrary to the best community interests and should be discouraged.

For the purpose of economy in house construction as well as land use and site-development costs, the houses in many cases are planned in groups of two to six. By careful study and design a community character is achieved by group design instead of the usual suburban practice of designing each house as an individual unit. The houses are planned and designed to include as many amenities as are possible within the limits of housing legislation. However, since these limits are rather low it is necessary to eliminate many nonfundamental items of design which are commonly found in more expensive houses. Doors on bedroom closets have usually been omitted with the idea that protection could be provided with a curtain furnished by the tenant. Curtain poles are provided for this purpose in most cases.

Individual heating has been designed instead of group or central heating because of the required economies. The housing legislation also required that

UNIT HOUSE
PLANS

the utilities selected for cooking, house heating, refrigeration, and domestic water heating should be as economical as possible. Careful analyses were made in every case and selections were based on these analyses. Scarcity of oil and other fuel in many regions also influenced this decision. Planning standards stated the minimum areas of various rooms and most architects had to confine themselves to these areas in order to build the houses within cost limitations. It is believed these areas are adequate but there will naturally be some tenants who feel the room sizes are too small. Every home is provided with private toilets and bathing facilities, bedroom closets, coat closets, linen closets, kitchen laundry tray and sink, kitchen cabinets, domestic water heaters, and in most cases some type of refrigeration and cooking facilities are also included with the houses.

Practically all projects were designed with 25 percent three-bedroom units, 60 percent two-bedroom units, and 15 percent one-bedroom. Limitation of funds did not permit the use of basements except in very rare cases. This meant that storage space and heating arrangements must be provided at the first floor level. Where coal is used as fuel, coal bins are in most cases immediately adjacent to the house at the kitchen door.

Cross circulation and orientation were carefully considered and incorporated in the plans wherever possible.

REFUSE DISPOSAL

Various methods of refuse disposal and collection will be found in the different projects. In some cases there have been provided sunken garbage cans at each house, while in other projects common collection stations have been arranged. In still other projects there will be found wooden garbage and trash screens which are constructed near the kitchen door and will serve to screen the garbage can, trash can, or ash receptacle.

Attempts were made to consider management problems as thoroughly as possible when the projects were being planned but it is hoped that the Construction Review Section will have the advantage of comments or suggestions from all Managers relative to improvements in the planning and construction details of their own projects. The Manager has the advantage of direct contact with the residents and his comments are not only welcome but also extremely important if we expect to improve the design and construction of future projects.

NEGOTIATIONS FOR UTILITIES

The policy with respect to utilities for defense-housing projects under the jurisdiction of the Federal Works Agency may be stated very simply: that combination of utility services should be employed which, after consideration of capital cost and operation expenses, will be most economical. POLICY

This policy was announced in a statement by Administrator Carmody on February 17, 1941. It was implemented by a memorandum to all agencies to which Lanham-Act projects are assigned, dated March 4, 1941, signed by Mr. Foreman. This latter memorandum set forth the procedures to be followed in the negotiations, analyses, and selections.

The subject matter of these negotiations, analyses, and selections relates to lighting, refrigeration, cooking, water heating, space heating, and water.

Since the USHA has a Rate Negotiations Section in its Legal Division which worked closely with the Utilities Section of the USHA's Technical Division in the negotiations, analysis and selection of utilities in connection with all the USHA-aided low-rent and slum-clearance projects, the USHA was given the staff assignment to handle similar functions for all defense-housing projects under the Federal Works Agency.

In the negotiations, every effort is made to obtain the lowest possible rate for the particular fuel, energy, or product involved. In some cases a wholesale rate through a master meter will accomplish considerable savings, even after the project assumes all or a portion of the cost of the distribution system; in some cases it is possible to obtain the benefit of special rates previously offered other housing projects in that locality; in some cases it is possible to enlist the support of the State Public Utilities Commission in obtaining special rates; in some cases considerable savings are effected through connection with the master meter of the adjacent Army post. There is no single, simple way of effecting these savings, it being necessary in each case to direct the approach in the light of the particular circumstances.

So far as the analysis is concerned, this is a step which calls for the application of the best rates available to a study of various combinations. For example, here are a few possible combinations which could be considered in an analysis for a particular project: ANALYSIS

| Scheme | Lighting | Refrigeration | Cooking | Water heating | Space heating |
|--------|----------|---------------|---------|---------------|---------------|
| 1 | E | E | E | G | G |
| 2 | E | E | G | G | G |
| 3 | E | G | G | G | G |
| 4 | E | I | E | C | C |
| 5 | E | I | C | C | C |
| 6 | E | E | C | C | C |
| 7 | E | E | E | E | C |
| 8 | E | G | G | G | O |
| 9 | E | E | E | O | O |

E—Electricity; I—Ice; G—Gas; C—Coal; O—Oil

So far as selection is concerned, as has already been indicated, the general policy is to take the one combination whose cost, after reflecting initial cost and operating expenses, is the lowest. The policy does, however, permit a construction agency to request a deviation from such a selection in any case if this request is accompanied by a detailed justification of the deviation requested. Each individual request for such deviation is considered on its own merits. SELECTION

PAYMENTS IN LIEU OF TAXES

Any discussion of the subject of payments in lieu of taxes must begin with a recognition of the fact that the Federal Government's property is exempt from local taxation. Furthermore, no payments in lieu of taxes can be made unless there is specific statutory authorization to make such payments. AUTHORIZATION

This principle was made clear early in the days of the PWA Housing Division program. In connection with the first project constructed under that program, an offer to make payments in lieu of taxes was made but payments under that offer were disallowed by the Comptroller General in an opinion which made it clear that in the absence of statutory authority, such payments could not be made. Incidentally, shortly after this opinion, Congress did pass a law authorizing payments in lieu of taxes on PWA Housing Division projects and another law authorizing payments in lieu of taxes on FSA projects.

In approaching the question of payments in lieu of taxes in connection with defense-housing projects, therefore, the first point to observe is the specific power granted the Administrator in section 9 of the Lanham Act to enter into agreements to pay annual sums in lieu of taxes. The only limitation is that the amount paid for any one year may not exceed the taxes that would be paid if the property were not exempt from taxation.

It will be noted that although section 9 authorizes payments in lieu of taxes, that section does not provide a formula for determining how much to pay. Obviously, there are many ways of computing what ought to be paid. Many of these alternative methods were considered by the Administrator before the final policy was announced. Alternatives were eliminated for several reasons: difficulty of administration, lack of uniformity, complexities in application, paper work in follow-up, etc.

What was finally agreed upon was a policy which calls for a maximum payment, with respect to any one project, of 15 percent of the shelter rentals charged for occupied dwellings. The Administrator's statement of policy on payment in lieu of taxes appears in a mimeographed release dated February 12. There are several points in this statement which require special comment. POLICY

In the first place, it is to be noted that the minimum payment offered in any case must be at least equal to the taxes last levied on the property before it was acquired for a defense-housing project.

In the second place, it is to be noted that the 15 percent figure is arrived at by totalling the individual percentages allocated to individual types of services, as follows:

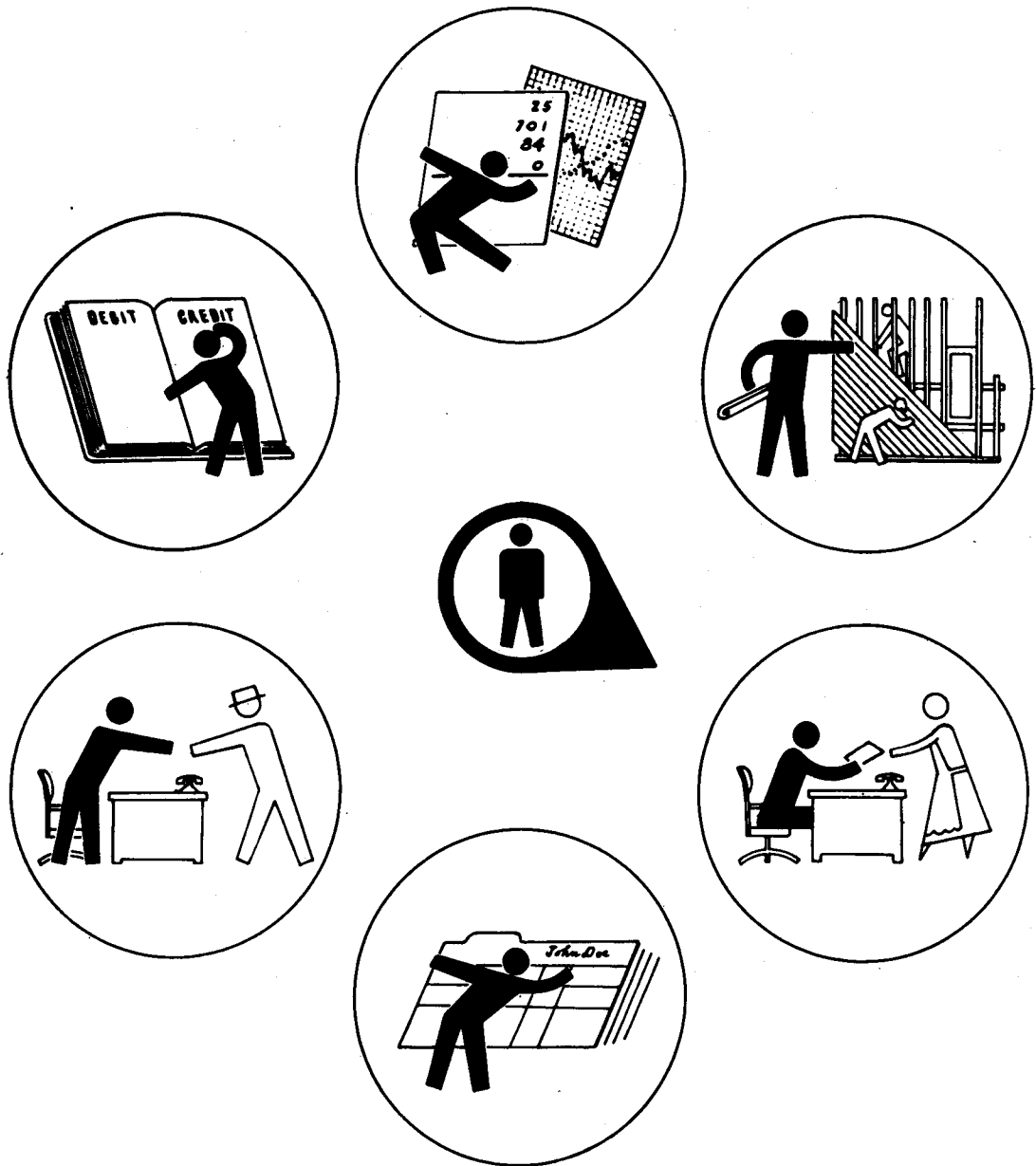
| Service | Percent of rent |
|--|--------------------|
| 1. General services (government, corrections, charity, pensions, etc.) shall be assumed to be provided and evaluated at: | 4.3 |
| 2. Particular services needed by the project | |
| a. Education | 5.6 |
| b. Police protection | 1.7 |
| c. Fire protection | 1.2 |
| d. Street maintenance, repair, and lighting | 1.2 |
| e. Sanitation and promotion of cleanliness (garbage and trash removal, sewage disposal) | 1.0 |
| Total | 15.0 |

8

the end that, to the extent possible, facilities from the post may be made available to the project.

After a contract with a particular locality has been executed by that locality, it is sent to Washington for execution by the Administrator. With the contract there is prepared a form which contains specific information with respect to the services covered by the contract, this additional form being prepared primarily for the information of the Housing Manager. Confirmed copies of the fully executed contract and of the form just referred to are immediately made available to the Housing Manager.

In the event the Housing Manager finds that the county or municipality with which negotiations have been made for payments in lieu of taxes is failing to provide service for which the project is paying, or if it is found that he is not getting service comparable in quality or cost to that being provided in a similar nearby project, the Manager should first discuss the matter with the local official to obtain all available facts and then report the deficiencies in services to the central office.



MANAGEMENT POLICIES AND PROCEDURES

Section C

MANAGEMENT POLICIES AND PROCEDURES

ORGANIZATION OF THE MANAGEMENT SECTION

The Management Section is responsible for management and operation of all defense housing built with funds expended under the provisions of the Lanham Act, excepting housing built under the mutual ownership plan. It is the function of the Management Section to manage and operate this housing that it will best serve the defense program at the lowest cost. Due to the size of the operation it is essential that there be a smoothly operating organization with clearly defined functions. The organization described below has taken into account the various functional parts of the management operation and will allow for program expansion without radical changes. The job at present consists of operating approximately 300 developments. As result of further need, it appears possible that final operation may embrace between 500 and 600 projects.

ORGANIZATION
OF THE
MANAGEMENT
SECTION

Annual income derived from rentals and utilities may approach \$75,000,000 per year, with corresponding expenditures of perhaps \$50,000,000 per year.

In developing the form of organization, the one fact that has been kept uppermost is that the actual operation is done at the site of the development. Accordingly, the form of organization described proposes as much local autonomy as a uniform application of policy will allow. In addition, policy will flow from local operations as a result of experience. The organization, in essence, consists of local managers or management agencies directly supervised by a central office supervisory staff. Staff technicians are provided in the central office, to make recommendations on policies and standards, appraise operations, and provide technical aid, advice, and assistance where they are needed.

These staff technicians are grouped in four functional units. The functions of the units do not include any direct supervision of local operations. The four units are:

- Maintenance and Safety
- Consumer Service
- Rental and Community Relations
- Utility and Public Bodies Negotiations

C.001

**MAINTENANCE
AND
SAFETY UNIT**

This unit includes on its staff electrical, mechanical, civil, and general maintenance and safety engineers, as well as a landscape architect. Through inspections and contacts with local developments, the unit will develop maintenance and safety standards and policies. In those developments where fire protection is not furnished by a city or an Army post, this unit will advise and aid in establishing an adequate fire-protection system. The unit will also check on adequacy and cost of maintenance and safety on the individual jobs. Over a period of time it will aid in the development of cost accounts, reflecting unit costs for various kinds of maintenance, and costs of maintaining housing constructed of various kinds of structural materials.

**CONSUMER
SERVICE
UNIT**

This unit is concerned with the provision of adequate commercial facilities to serve occupants of defense housing. The unit will work through local management for development of services for individual localities. Surveys of need, development of methods of providing services, and establishment of standards are three of the main functions of this unit.

**RENTAL AND
COMMUNITY
RELATIONS
UNIT**

This unit is concerned with rental policies, rental delinquencies, tenant selection, occupancy and occupancy standards, and with the need for and provision of school, recreation, and miscellaneous community facilities. Here again, each local situation will have its peculiar problems and much of the effectiveness of the work of this unit will depend upon local management.

**UTILITY AND
PUBLIC BODIES
NEGOTIATIONS**

At the present time all utilities and "in lieu of tax payment" negotiations are being carried on by the Assistant General Counsel of the USHA. A close contact is maintained not only with the central office of the Management Section but with local management, and with the agency doing the actual construction of the development.

**OPERATING
STAFF**

There are two main operating divisions. One division is concerned with those operations staffed by our own employees, and the other division is concerned with those operations managed by other agencies under some form of management agreement. At the present time, management agencies include the Army, the Navy, FSA, ADA, TVA, and local housing authorities. Those developments operated by our own employees are called "direct operations," while those operated by other agencies are called "indirect operations."

**DIRECT
OPERATIONS**

Direct operations are headed by an Assistant Chief, who reports directly to the management chief. Under the assistant chief are four Area Managers. Each Area Manager has a staff of Management Supervisors who aid him in the management of developments in his area. Each area contains approximately 30 developments at this time, and the Managers for each development report directly to the responsible Area Manager. The Area Managers' staffs review all budgets and operating statements, respond to all field requests, periodically visit all developments, and in general, coordinate all activities of Managers where central office advice and approval are indicated.

The various central office staff units of maintenance and safety, tenant and community relations, etc., work with local Managers through the office of the Area Managers.

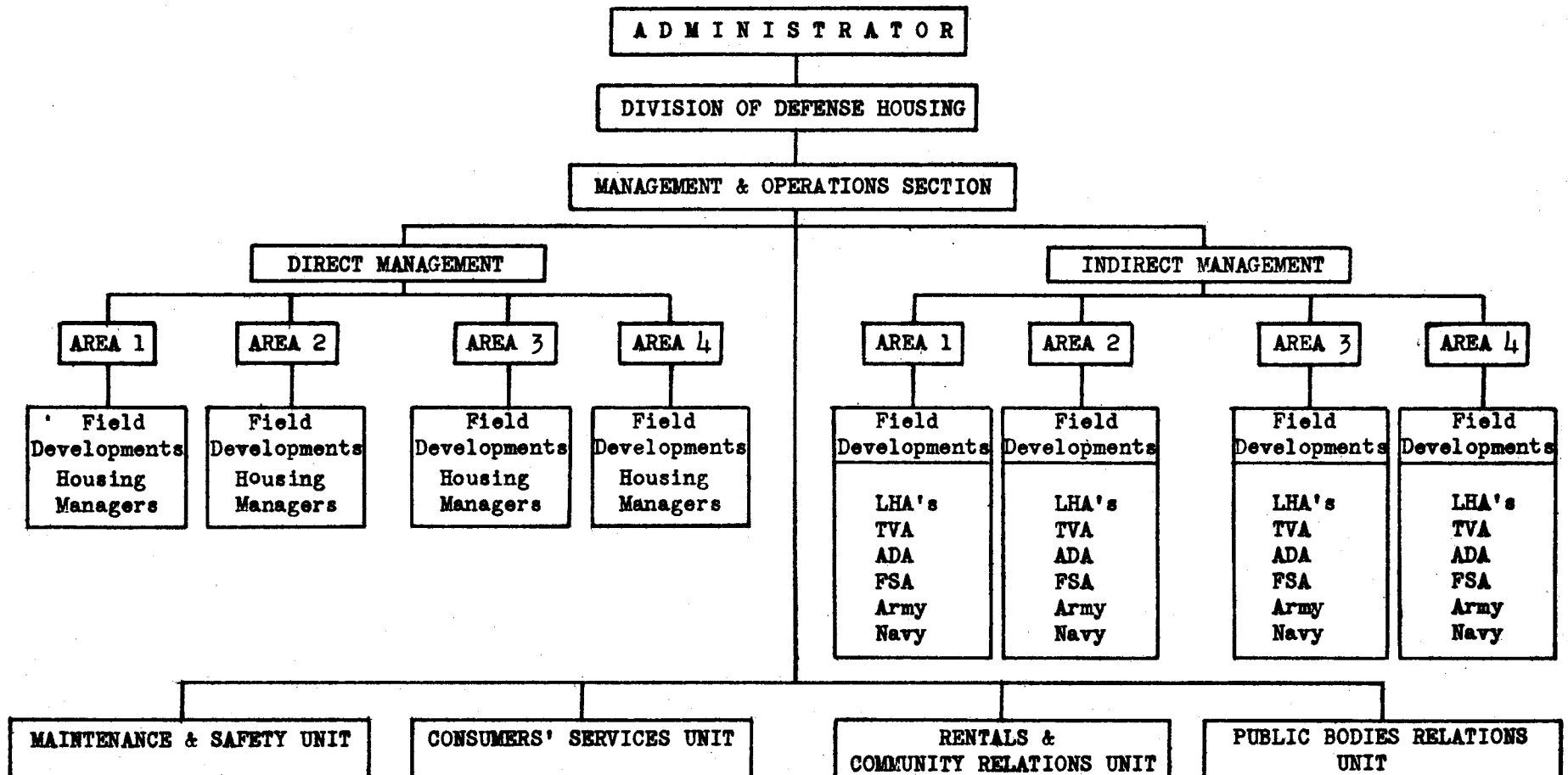
Local Managers in direct operations are the last and perhaps the most important links in the entire direct management organization chain. Under the type of organization set up, a great deal of responsibility is delegated to the local Managers. Within the broad limits of policy and budgets, local Managers have considerable latitude for independent action. The number of actions requiring central office approval have been kept to the lowest practical minimum.

The form of organization to supervise indirect operations is much the same as the form described above. For the present, however, only two area staffs have been set up, pending more information on the amount and type of supervision needed in this kind of operation.

INDIRECT
OPERATIONS

The above is a thumbnail sketch of a form of organization under which the Management Section operates. As mentioned above, it is designed to allow the job to be done on the individual developments. It is a simple form of organization and if properly staffed, should produce good results.

FEDERAL WORKS AGENCY



RELATIONSHIP OF MANAGEMENT TO CONSTRUCTION

There is considerable difference between the relationship existing when an operation is managed directly by the staff of the Division of Defense Housing, and when a development is managed by a management agency. Therefore, the two different types of management relations with construction will be discussed separately.

RELATIONSHIP OF MANAGEMENT TO CONSTRUCTION

In projects to be directly operated, the construction agencies are PBA, USHA, local housing authorities, and the Division of Defense Housing. The construction agency involved makes plans and specifications for developments, awards the contracts for construction, and supervises construction, while plans, specifications, and costs are reviewed by the Division of Defense Housing before contracts are awarded. The construction agency is responsible for construction until the work is completed. Management, however, finally accepts the development and assumes custody of the property. Accordingly, Management is very much interested in the construction from the point of view of livability, especially as this will affect relations with tenants, safety, and cost of maintenance. For this reason the Housing Manager should become familiar with all details of construction as the development is being built. He should be alert to notice any details of design or construction that would make the house hazardous or that would unnecessarily increase the cost of maintenance. In this connection the Manager must realize, however, that the construction agency is the responsible agency. In many cases, if design and construction faults are discovered, it will be possible to correct them through discussion with the local representative of the construction agency. In those cases where agreement is not possible the matter should be referred to the Area Manager who will act through the proper channels in Washington.

Direct Operations

A procedure has been developed for accepting developments for management and operations. A copy is included at the end of this section. Housing is not to be accepted if the state of construction is such that tenants cannot enjoy reasonably satisfactory occupancy. Housing should not be accepted if an essential utility or essential pieces of household equipment are missing. Furthermore, housing should not be accepted if the housing is not reasonably accessible, or if major finishing work is required on house interiors or exteriors. On the other hand, acceptance is possible if minor items are not completed, assuming that these do not affect safety of tenants or do not create serious tenant problems. The chances are good that if the local Manager has kept himself thoroughly familiar with the progress of the construction and has kept his Area Manager fully informed, there will be little disagreement as to whether the development is, in fact, ready for occupancy.

Indirect Operations

Where developments are operated through a management agency, the construction and management agencies are identical. This is true in the case of TVA, FSA, ADA, and many local housing authorities. In these cases the relationship of management to construction is considerably simplified and does not need discussion here.

In cases where one agency does not represent both management and construction, a relationship similar to that described under "Direct Operations" above should be maintained. In all cases representatives of the management central offices are available for consultation and advice, and their advice should be requested wherever special problems arise.

A procedure for acceptance of developments managed by another agency has been developed, and a copy follows this discussion. This procedure, in general, provides that a central office representative will accept the development and will then transfer custody to the management agency. The same standards of acceptance will apply as in the case of direct operations.

TO: Housing Manager Projects managed
FROM: directly by FWA
SUBJECT: Acceptance of Division of De-
fense Housing

You will serve as the authorized representative of the Defense Housing Division of the Federal Works Agency in accepting the above-named housing development. The procedure that will be followed in accepting the development is as follows:

1. Notify the central office, as far in advance as possible of the date on which you anticipate initial occupancy of each part of the above development. Any change in date of initial occupancy should be forwarded to the central office.
2. The central office will arrange for a representative to be on the development approximately two weeks prior to the occupancy of the first section of the development, or the entire development in case the entire development will be ready for occupancy at one time. This representative will be competent to advise you on technical construction matters.
3. You, in company with the representative from the central office, will with a representative of the constructing agency and a representative of the contractor, make a thorough and comprehensive inspection of the above-mentioned section or entire development. During the inspection, you will make a record of defects or omissions you observe. You and the representative of the central office will attempt to secure an agreement with the representative of the constructing agency to the end that these defects or omissions will be corrected. In cases where the representative of the constructing agency does not agree to correct defects or omissions, the representative of the central office will notify the central office. In making the inspection, you must appreciate that where omissions or defects result from design rather than workmanship, the representative from the constructing agency cannot agree without prior authority from his superior.
4. When any section or all of the development is to be delivered for management, you will again make a thorough and comprehensive inspection of such development with a representative of the constructing agency and a representative of the contractor. On this inspection there will be no representative of the central office accompanying you. You will check against the list of defects or omissions that you observed on your prior inspection to see that these defects and omissions have been remedied. This inspection will be made in company with the representative of the constructing agency and a representative of the contractor. On this inspection, you must assure yourself that the section or development is in fact ready for acceptance and that dwellings are usable and livable. In this connection, you must be certain that all appliances have been tested prior to your final acceptance.
5. In cases where omissions or defects are observed on this final inspection, you will make a careful record of these omissions or defects.
6. On submission to you of FWA Form DHM-23 by the constructing agency, you will sign this form as the authorized representative of the Defense Housing Division. You will append to this form as a reservation, a statement of any defects and omissions noted on your final inspection as referred to in paragraph 5 above. You will note on the form that such reservation is appended.

In case the defects or omissions noted are of such a nature that acceptance of the development or the portion of the development under consideration is not feasible from a management standpoint, you will wire the central office to that effect giving details. In this case you will not sign FWA Form DHM-23.

7. Six copies of FWA Form DHM-23 should be filled in and three copies should be signed by all parties. Two signed copies and one unsigned copy will be retained by the constructing agency for distribution; one signed and one unsigned copy will be forwarded to this office; and one unsigned copy will be retained in your files.

Projects managed
through manage-
ment agreements

TO:

FROM:

SUBJECT: Acceptance of

You will serve as the authorized representative of the Defense Housing Division of the Office of the Administrator, Federal Works Agency, in accepting the above-named defense housing development. The following procedure in accepting this development will apply:

1. Two weeks in advance of the occupancy of the first section of the development or of the entire development if it is to be delivered for occupancy at one time, you will inspect the section or the entire development in company with the authorized representative of (constructing agency) and a representative of the contractor, as well as a representative of the management agency. This should be a thorough and comprehensive inspection during which you will make a record of defects or omissions you observe. You will attempt to secure an agreement with the authorized representative of the (constructing agency) to the end that these defects or omissions will be corrected. In cases where such an agreement cannot be obtained, you will notify this office. You must appreciate that where omissions or defects result from design rather than workmanship, the constructing agency must authorize such agreements.
2. At the time the development is declared complete by the constructing agency, you will make a thorough and comprehensive inspection of the entire development. This inspection should be made in company with the authorized representative of (constructing agency), a representative of the contractor, and a representative of the management agency. You will check against the list of defects or omissions that you observed on your prior inspection to see that these defects or omissions have been remedied. On this inspection you must assure yourself that the section or development is in fact ready for acceptance and that dwellings are usable and livable. In this connection, you must be certain that all appliances have been tested prior to your final acceptance.
3. When omissions or defects are observed on this final inspection, you will make a careful record of these omissions or defects.
4. On submission to you of FWA Form DHM 23 by the constructing agency, you will sign this form as the authorized representative of Defense Housing Division. You will append to this form as a reservation, a statement of any defects and omissions noted on your final inspection as referred to in paragraph 3 above. You will note on the form that such reservation is appended. In case the defects or omissions noted are of such a nature that acceptance of the development or the portion of the development under consideration is not feasible from a management standpoint, you will wire the central office to that effect, giving details. In this case you will not sign FWA Form DHM 23.
5. Six copies of FWA Form DHM 23 should be filled in and three copies should be signed by all parties. Two signed copies and one unsigned copy will be retained by the constructing agency for distribution. One signed and one unsigned copy will be forwarded to the central office, and one unsigned copy will be retained in your files.

D H M 23423a

FEDERAL WORKS AGENCY

WASHINGTON

Office of the Administrator

Date _____

Dear Mr. _____:

On date above noted we have accepted that section of the defense housing development described on FWA Form DHM 23a attached.

Appended is a list of defects and omissions that are to be corrected before final acceptance of this section (development).

Please have the responsible representative of your agency acknowledge below that as the agent of the FWA Administrator he has had delivered to him for management the above described property with the above described reservations.

Clark Foreman
Director of Defense Housing

BY _____
(Authorized Representative)

I, _____ (Name and title),
received in behalf of the _____ the property
described above with the reservations noted above.

Signed: _____

FWA Form DHM 23
(Revised 6-13-41)

**FEDERAL WORKS AGENCY
OFFICE OF THE ADMINISTRATOR
DEFENSE HOUSING DIVISION
WASHINGTON, D. C.**

Location _____
DELIVERY AND ACCEPTANCE OF A PORTION OF A DEFENSE HOUSING PROJECT
FOR USE AND OCCUPANCY

DEVELOPMENT CONSTRUCTED BY _____

(Place)

(Date)

WHEREAS, the contractor has advised the _____
(constructing agency) that the portions of the above-mentioned defense housing project,
as hereinafter specified, are ready for use and occupancy by persons engaged in National
Defense activities, and their families; and

WHEREAS, the _____ (constructing agency) has satisfied
itself that the portions of the above-mentioned defense housing project, as hereinafter
specified are ready for such use and occupancy; and

WHEREAS, the Division of Defense Housing of the Federal Works Agency is prepared
to accept for management the portions of the project so described;

NOW, THEREFORE, the _____ (constructing agency)
through its undersigned authorized representative, hereby accepts from the contractor
said portions of the project, and the Division of Defense Housing, through its under-
signed authorized representative, hereby accepts from the _____
(constructing agency) the transfer of such portions of the project, all subject to
the conditions of acceptance and transfer hereinafter set forth; it being agreed that
such acceptance from the contractor and transfer to the Division of Defense Housing
shall be effective on the _____ day of _____ 1941.

DIVISION OF DEFENSE HOUSING

By _____

By _____

(Title of Authorized Representative)

(Title of Authorized Representative)

It is agreed that the foregoing shall constitute notice to the contractor of the
acceptance by the _____ (constructing agency);
(pursuant to the Supplemental Agreement heretofore entered into between the contractor
and the _____ (constructing agency))* of those portions
of the defense housing project as above referred to and as hereinafter specified; such
acceptance to be effective on the _____ day of _____ 1941. Nothing
herein contained shall relieve the contractor of liability in respect to any express
warranties or guaranties, if any.

(Contractor)

By _____

*To be stricken out when inapplicable.

(Title of Authorized Representative.)

CONDITIONS

The _____ (constructing agency) and the Division of Defense Housing have agreed to the following conditions with respect to acceptance and transfer of portions of defense housing projects:

1. The _____ (constructing agency) will determine when portions of projects are ready for use and occupancy by persons engaged in National Defense activities, and their families.

2. When a portion of a project is ready for use and occupancy by persons engaged in National Defense activities and their families, the _____ (constructing agency) through its representatives, will notify the Division of Defense Housing or its authorized representative. If, after such investigation as the Division of Defense Housing deems necessary, it or its authorized representative finds that such portion of the project is suitable for such use and occupancy, the Division of Defense Housing, or its authorized representative, will sign an acceptance for such portion of the project.

3. The _____ (constructing agency) will thereupon give notice of such acceptance to the Contractor, and thereafter the Contractor and the _____ (constructing agency) will be relieved of any further responsibility of any kind, except as noted in reservations included herewith, with respect to the portion of the project so accepted, including responsibility for performing any further work or supplying further materials, equipment, or other items, except such work as may be found to be necessary to correct defects or to supply omissions subsequently discovered and, in the opinion of the _____ (constructing agency) attributable to the fault or negligence of the Contractor, its subcontractors, materialmen, agents, servants, or employees.

4. The _____ (constructing agency) shall retain full control over the remainder of the project not so accepted, and its authorized representative may prescribe such rules and regulations as are reasonably necessary for the proper completion of the entire project; and the Division of Defense Housing shall take appropriate steps within the scope of its authority to give effect to such rules and regulations insofar as its tenants, licensees, or employees are affected thereby.

5. Occupants of accepted dwelling units and their guests, servants, agents, and licensees, will be permitted to use at their own risk, roadways, walks, utilities, or other services necessary for the occupancy of the dwelling units whether such roadways, etc., are incompletd and accepted portions of the project or in uncompleted and unaccepted portions of the project. However, uninterrupted use cannot be assured where such use will affect completion of the remainder of the project.

6. When a portion of a project is accepted for use and occupancy, the Division of Defense Housing will be liable for charges for heat, light, and water used in the portion accepted.

FWA Form DHM 23a

Page 3

The Portion of the Defense Housing Development Referred to Herein
Embraces:

Project Name _____
Project No. _____ Location _____ Date _____
Construction Agency _____
Dwelling Units (Designation) _____

| | |
|-----------------------------------|------------|
| Number of heating plants _____ | Type _____ |
| Number of ranges _____ | Type _____ |
| Number of refrigerators _____ | Type _____ |
| Number of hot water heaters _____ | Type _____ |
| Garages (Designation) _____ | |
| _____ | |
| _____ | |

Community Facilities (Designation) _____

Water Pumping and Treatment Plant _____

Water Distribution System _____

Gas Distribution System _____

Sewage Collection System _____

Sewage Treatment Plant _____

Other Improvements (List) _____

Recommended by _____

Date _____ Signed _____

Recommendation Accepted by FWA _____

Date _____ Signed _____

FOREWORD

These manuals are designed to inform all housing managers of Defense Housing developments being constructed under provisions of the Lanham Act of the procedures to be followed in tenant selection and renting of dwellings. They were planned to serve two purposes. First, they offer concrete and practical suggestions for dealing with the various phases of tenant selection and renting. Second, they may be used as an effective instrument for training staff members who are to assume major responsibility for local tenant selection activities.

FOREWORD

Although it is desirable that the tenant selection and renting procedures be uniform in all developments, it is recognized that varying local situations and needs may necessitate modification of the procedures as outlined in these manuals. Such modification, based on local factors, should be made by the Housing Manager or the person directly in charge of tenant selection and renting activities.

Any changes that are made should be reported to the office of the Director of the Division of Defense Housing together with the reasons why such changes were necessary.

TENANT SELECTION AND RENTING FOR ARMY OFF-POST HOUSING DEVELOPMENTS

The Army shall be responsible for tenant selection on all off-post developments intended for occupancy by enlisted men and civilian employees of the Army.

TENANT
SELECTION
PROCEDURE

The Application for a Dwelling, Form FWA-DHM-7, (see page C.051) is the standard form of application to be used on all such developments.

The Housing Manager shall keep the appropriate officials of the Army currently informed of the numbers and sizes of vacant dwellings for whom families are to be selected. The commanding officer or a designated assistant will then determine in a preliminary fashion which families should be housed and request such families to fill out an application for a dwelling. The application forms are then to be signed and recommended by the commanding officer or designated assistant. The forms should then be turned over to the Housing Manager so that he may assign and lease dwellings.

It is a basic policy in tenant selection to reflect the community patterns in which the projects are located. In this respect, questions of a racial nature will arise.

RACIAL
RELATIONS
POLICY

In tenant selection, the Project Manager is required to see to it that his selections reflect the policies of the Federal Works Agency.

The Racial Relations Office and the Tenant Selection Division of the Division of Defense Housing will cooperate in matters affecting racial policy in tenancy.

The bulletin issued by the Adjutant General's office, dated April 21, 1941, (see appendix I) on the subject of "Management and Operation" of Army Off-Post Defense Housing Projects states that the amount of monthly rent charged enlisted men shall be the same as the allowance for quarters as prescribed by existing regulations.

DETERMINATION
OF RENT TO
BE PAID

Enlisted
Personnel
Rental Policy

This rent is to be all-inclusive except in the event that separate payments are to be made by the tenant for utilities and other services. In these instances the shelter rent shall not exceed the difference between the prescribed allowance for quarters and such separate payments unless such separate payments are made for the purpose of defraying charges for utilities consumed by the tenant in excess of the prescribed allowance.

The Housing Manager shall receive from the commanding officer or a designated assistant the application forms for the enlisted personnel who are to be housed in the defense housing development. On this form will be given the amount the prospective tenant receives for commutation of quarters. If the development obtains utilities through a master meter the total amount stated here will be counted as rent. If the development will have meters for individual dwellings the amount for rent should not exceed the difference between the prescribed allowance for quarters and the amount paid for utilities, provided the amount of utilities consumed is not in excess of a prescribed fair allowance.

Procedures

The Statement of Policy on Rentals, FWA 4349, dated May 2, 1941, states that shelter rents will be based on the income of the principal wage earner, regardless of size of the dwelling unit assigned by the management. Except in

CIVILIAN
PERSONNEL

extraordinary cases to be certified by the Federal Works Administrator, the rentals on all projects will be as follows:

| <i>Income</i> | <i>Annual</i> | <i>Weekly</i> | <i>Monthly Shelter Rent</i> |
|---------------|---------------|---------------|-----------------------------|
| | \$700- \$800 | \$14-16 | \$13 |
| | 801-1,000 | 16-20 | 14 |
| | 1,001-1,200 | 20-24 | 17 |
| | 1,201-1,500 | 24-30 | 20 |
| | 1,501-1,800 | 30-36 | 25 |
| | 1,801-2,200 | 36-44 | 30 |
| | 2,201-2,800 | 44-52 | 36 |
| | 2,801-3,000 | 52-60 | 43 |
| | 3,001 or more | 60 or more | 50 |

In addition to the shelter-rental charge, families shall be required to pay an additional charge of \$5.00 per month for each lodger living with the family.

The income of the principal wage earner shall include the total earned income of the principal wage earner, which shall be computed on the basis of a 50-week year and the normal hour-week of the local defense industry. Overtime pay shall not be included as a part of income under this definition; but in the event that a local defense industry increases the hour-week as a general policy, such increases shall not be considered as overtime. Income shall not include income from sources other than employment (that is, pensions, alimony, etc.). The Housing Manager shall be responsible for determination and periodic check on the income of the principal wage earner.

*Procedure
for Applying
Rental Policy*

The procedure below should be followed in applying the rental policy for the purpose of determining shelter rent to be paid by the prospective tenant.

1. The application for a dwelling which has been prepared by the applicant and signed by the commanding officer or a designated assistant should include information which gives the hourly rate as well as the number of hours worked in a normal-hour week. This application form when properly certified by the commanding officer will serve as sufficient evidence for passing upon eligibility and for determining shelter rent. It will not be necessary to use a separate form to obtain certification of defense activity and income data.

2. Upon receipt of this information the annual income should be computed as follows: Multiply the hourly rate by the number of hours worked in a normal week to arrive at the weekly rate. Multiply the weekly rate by 50 weeks to arrive at annual income. In no instance should earnings for time worked in excess of the normal hour-week be included as a part of the income. For example, in some industries the normal hour-week is 40 hours, but due to the present emergency, employees are being asked to work 48 hours and are paid straight time for the first 40 hours and time and one-half for the remaining 8 hours per week. Under the present policy all hours worked in excess of 40 hours should be considered as overtime and not included as part of the income.

3. If there are two or more members of the family employed, the income of the person employed in the defense industry should be used for the purpose of determining shelter rent.

4. If there are to be individual meters for the various dwelling units in the development there will be no occasion to establish a charge for utilities in addition to the shelter rent. If, however, there is to be a master meter, a rate for the various utilities will have to be established for each dwelling and this amount should be added to the shelter rent.

5. As stated in the policy, an additional charge of \$5 per month should be made for each lodger living with the family. The total rent will then be the amount for shelter rent plus the charge for lodgers plus the charge for utilities if these are provided through the master meter in the development.

As applications are selected for leasing, they are to be recorded on the Register of Applications Selected for Leasing (see page C.039) which is to be made out in triplicate for each family selected for leasing. A form letter is to be sent to such families, notifying the family of acceptance for leasing and requesting that both husband and wife come to the management office at an appointed time to select a dwelling and sign a lease. One copy of the Rental Certificate should be enclosed with this letter; the other copy is to be retained in the rental office to be filed by date of appointment to select a dwelling, and used as a tickler file. The third copy of the Rental Certificate is to be sent to the commanding officer of the Army for his files after the family moves in.

LEASING AND
OCCUPANCY
*Leasing and
Moving In*

As families come in to select a dwelling, the duplicate Rental Certificate is to be removed from the file, as indicated below, so that the certificates remaining in the file at the end of each day will indicate which families have failed to keep their appointments. Families who fail to keep their appointments to select a dwelling and who fail to contact the office within a reasonable length of time, or who do not respond to a second notice, should be notified that their Rental Certificate has been canceled. This action constitutes withdrawal of the application, and should be so recorded on Work Sheet B, "Change in Status of Applications," described on page C.041.

As families come to the office they should be shown two or three dwellings of the appropriate size from which to make a selection. The unit size required by the family will have been recorded on the Rental Certificate and assignments are to be made on the basis of the following occupancy standards:

1. A one-room unit shall be assigned to a family composed of not less than two nor more than three persons.

2. A two-bedroom unit shall be assigned to a family composed of not less than three nor more than five persons provided that such unit may, in the discretion of the Housing Manager, be assigned to a family composed of two persons if no one-bedroom unit is available, but only for the period of such unavailability.

3. A three-bedroom unit shall be assigned to a family composed of not less than four nor more than seven persons.

4. A four-bedroom unit shall be assigned to a family composed of not less than five nor more than nine persons.

For the purpose of this statement a family shall be deemed to mean and include all permanent members of the household and such lodgers as may be approved by the housing management.

In assigning dwellings to households which include lodgers, the Manager should see that a separate bedroom is set aside for each lodger or for two lodgers of the same sex.

After the dwelling unit has been selected, the next step is the signing of the lease. It is essential that the Manager (or designated assistant) take sufficient time to talk with the selected family to clarify the tenant's understanding of the lease terms, the bases upon which residence in the development and rental charge are determined, the necessity for periodic checking on defense activity and household income, the limitations placed upon the

taking in of lodgers and the additional rental charge for lodgers, and other pertinent aspects of the rental policies. It is important also to emphasize the necessity for prompt payment of rent and other charges, for keeping the dwelling and the lawns in good condition, and for having consideration for neighbors. The manager may also wish to inform the family regarding the availability of facilities for health, welfare, and recreation in the development or in the community. Such an interview is a requisite for the establishment of a friendly and cooperative tenant-management relationship.

Four copies of the lease form are to be prepared—the original and one copy are to be sent to the Division of Defense Housing, Office of the Administrator, Federal Works Agency, where one will be sent to the General Accounting Office. The third copy is to be retained in the Manager's files and the fourth copy is to be given to the tenant. All four copies are to be signed by the tenant as well as by the Manager. (As dwellings are leased, a notation should be made on Work Sheet B as described on page C.041.

Several days before the family is scheduled to move in, the Manager should arrange for final inspection of the dwelling to make sure that it is clean and that all of the equipment is in good working order. Before the family actually moves in, rent for the remainder of the month is to be paid to the cashier and receipted in the management office according to the established accounting procedure, and the keys turned over to the tenant. As families move in, one copy of the Rental Certificate is to be sent to the commanding officer of the Army or Navy for his file.

RENTAL GUIDE

Occupancy Record File

Prior to leasing, an occupancy record card (see page C.061) is to be made out for each dwelling unit. Cards for vacant dwellings should be filed in a "vacancy" file according to type and size of unit. Cards for dwellings leased but as yet unoccupied should be filed in a pending-occupancy section or flagged to indicate that the dwellings are leased but not yet occupied. (A dwelling should be considered as "occupied" when it is under lease and when rent has been paid for the period, even though the tenant may not actually be living in the dwelling.) As each tenant takes possession, this should be recorded on the Occupancy Record, and the card for that dwelling should be transferred to an occupancy file and filed by address. (Where a visible index is used instead of the straight card file, indicators will be used to show the status of occupancy of each dwelling.)

Site Plan

In addition to the occupancy record file, additional controls are generally necessary during the period of initial leasing and occupancy. One such rental guide may be provided by the use of a site plan showing the location of individual dwellings in each building by unit number or address. Units of different size should be indicated by different colors. By the use of colored pins the site plan serves to indicate the number of dwelling units available for leasing, those leased but as yet unoccupied, and the number of occupied dwelling units.

Master Moving Schedule

In very large projects a master moving schedule should be prepared to serve as a control of moving assignments (see page C.064). By reference to it the number of families using the driveways, entrances, and stairways at any one time may be regulated, thus avoiding confusion and congestion. Such a schedule should be prepared weekly during the period of initial occupancy. As assignments are made, the dwelling unit numbers for which moving time is scheduled should be entered in the squares provided. As dwellings are occupied a line may be drawn through the assignment to indicate completion of the move.

RENTAL MANAGEMENT

The commanding officer should be requested to notify the Manager of any tenants no longer employed in defense activities as well as of any changes in

[illegible]

Week beginning

Sunday

*Rental
Charges and
Eligibility
for Continued
Occupancy*

income which might affect the rental charge. The Manager should proceed immediately to take such action as is indicated—that is, service of a notice to vacate in the case of tenants ineligible for continued occupancy, or adjustment of the rental charge.

*Rent
Collection*

As provided in the lease, tenants are required to pay rent and other charges at the Management office no later than the first day of each month. A device which has been used successfully as an added incentive to prompt payment is that of stamping "Late" across the face of receipts of rent paid after the 5-day delinquency.

Eviction

It must be remembered that the tenants living in Defense Housing Developments are, by reason of their occupation or skill, essential to the national defense program. Consequently eviction of a tenant for nonpayment of rent or for other causes should be resorted to only after all reasonable attempts to collect the rent have failed. Such attempts should include a conference with the family heads, both husband and wife, and perhaps also a conference with the employer. In some instances it may be desirable to refer the family to an appropriate social agency for assistance in budgeting the family income or in adjusting other family situations which may be the cause of the failure to pay rent.

However, any rental account which is more than one full month in arrears should be referred to the District Attorney for collection, and eviction proceedings should be initiated in accordance with applicable local legal requirements.

REPORTING

The following are required reports to be submitted to the Washington office as indicated in the instructions following each report:

1. Report on Applications, Leasing, and Occupancy.
2. Tenant Record.
3. Notice of Premises Vacated.
4. Notice of Changes in Rental Charge.

Following are specimens of each of the report forms. A supply of these forms may be obtained upon requisition from the Washington office. The Housing Manager should anticipate his needs in this connection, and order in sufficient quantity for not less than a 3-month's period.

**INSTRUCTIONS
FOR PREPARA-
TION OF AP-
PLICATION
FOR A
DWELLING IN
OFF-POST
ARMY AND NAVY
DEFENSE
HOUSING
DEVELOPMENTS**

A supply of these application forms should be given the commanding officer or designated assistant who will be responsible for distribution of these forms to the enlisted personnel and civilian employees who are being recommended for tenancy in the defense housing developments.

The applicant will then fill out the application form and return it to the commanding officer who will sign it and send it to the Housing Manager.

When the form is received in the Management Office it should be checked to see that all the information requested has been given. If the application is incomplete it should be returned to the applicant with specific instructions for supplying the required information.

If the application is complete the next consecutive application number should be assigned and the application should be recorded on the register of applications.

This application form, when properly certified, should serve also as the necessary evidence for determining eligibility and for determining shelter rent.

Special attention should be given to seeing that items 2 and 3 which give the amount allowed for quarters for enlisted personnel and hourly rate and number of hours worked in a normal work-week are properly filled in.

APPLICATION FOR A DWELLING

OFF-POST ARMY AND NAVY

Appl. No. _____

DEFENSE HOUSING DEVELOPMENT

Name of Development: _____ Development No.: _____

Location: _____

Name: _____ Present Address: _____

How long have you lived in this locality? _____

Permanent Home Address: _____

1. Give information below for all members of your household who will live with you including yourself:

| Name | Relationship to Family Head | Sex | Age | School Grade Now Attending |
|------|-----------------------------|-----|-----|----------------------------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

2. If enlisted, state Rank: _____ Organization: _____

What amount do you now receive for commutation of quarters? \$ _____

3. If civilian, state place of employment: _____ Occupation: _____

Rate of pay: \$ _____ per _____ Number hours in work week (not including overtime) _____

Give information below for all other wage earners in your household, including lodgers:

| Person Employed | Place of Employment | Rate of Pay | Normal Work Week |
|-----------------|---------------------|-------------|------------------|
| | | | |
| | | | |
| | | | |

4. Describe your present housing conditions: _____

Signed: _____ Date: _____

This applicant is recommended to lease a dwelling.

Date: _____ Signed: _____

Commanding: _____

(Organization)

| | |
|-----------------------------------|--|
| Unit Size Required _____ bedrooms | Monthly rental charge \$ _____ |
| Date Assigned _____ | Additional charge for lodgers \$ _____ |
| | Total \$ _____ |

Signed: _____ Date: _____

(Housing Manager)

WAR DEPARTMENT
THE ADJUTANT GENERAL'S OFFICE
WASHINGTON

AG 600.12
(5-14-41)MO-D-M

May 20, 1941

SUBJECT: Occupancy of defense housing projects by enlisted men below the first three grades.

TO: Commanding General's of all Departments (except Philippine) and Corps Areas; Commanding Officers of Exempted Stations, and Chiefs of Arms, Services and Bureaus.

1. Reference is made to letter AG 600.12 (1-25-41)M-D-M, January 30, 1941 and letter AG 600.12 (4-18-41)M-D-M, April 21, 1941, setting forth War Department policies and instructions for the occupation of national defense housing projects.

2. It is the desire of the War Department that vacancies in such housing projects be kept to a minimum.

3. If eligible occupants, as set forth in the above-specified letters of instruction, are not available in sufficient numbers to keep a housing project filled, married enlisted men below the first three grades may be permitted to occupy dwelling units in such projects on a *temporary* basis.

4. A married enlisted man below the first three grades, who has been authorized by his commanding officer to occupy a dwelling unit in a War Department defense-housing project and who is occupying that unit, will be required to vacate upon 30 day's written notice if an application for a dwelling unit in the housing project is made by a married enlisted man of the first three grades for whom no vacant unit is presently available.

5. Temporary occupants of defense housing projects will be subject to rental scales prescribed in letter AG 600.12 (4-18-41)M-D-M, April 21, 1941, for civilian employees of the War Department permanently employed at military reservations, posts, or bases.

By order of the Secretary of War:

E. S. ADAMS
MAJOR GENERAL,
THE ADJUTANT GENERAL.

SUBJECT: Management and Operation of Defense Housing Projects Constructed under the Provisions of the Act approved October 14, 1940 (Pub. 849-76th Congress, 3d Session).

TO: Commanding Generals of all Departments (except Philippine) and Corps Areas; Commanding Officers of Exempted Stations, and Chiefs of Arms, Services and Bureaus.

SECTION I

Housing Projects located ON Military Reservations, Posts, or Bases, And operated under the Quartermaster General

1. General

a. Reference is made to earlier releases on this subject, Letter (AG 600.12) (7-25-40) M-D-M dated July 30, 1940; Bulletin No. 15W. D. 31 July 1940 pages 5, 6, 7; Letter (AG 600.12) (8-26-40) M-D-M dated August 28, 1940, and Letter (AG 600.12) (1-25-41) M-D-M dated January 30, 1941.

b. So much of Paragraph 3, Letter (AG 600.12) (7-25-40) M-D-M dated July 30, 1940, as pertains to housing projects near large population centers is hereby rescinded.

c. Letter (AG 600.12) (1-25-41) M-D-M dated January 30, 1941, charges station commanders with the responsibility for management, pursuant to instructions issued by the Adjutant General, *of housing projects located within the boundaries of a military reservation, post, or base.* The Quartermaster General in the same communication is charged with the operation, maintenance, and administration of these housing projects. It will be noted that the primary jurisdiction over buildings, appurtenant utilities, structural improvements, and additions rests with the Federal Works Agency and that the War Department will function as the operating and management agent for the Federal Works Agency. Instructions designed to meet the initial problems of management and operation are contained herein.

d. The houses contained in National Defense Housing Projects are not "quarters in kind" as defined in Paragraph 3b, AR 35-4520. Monetary allowance in lieu of quarters in kind may therefore be paid to occupants of houses in the National Defense Housing Projects, provided no adequate Government quarters in kind are available for assignment to such occupants.

2. Selection of Tenants

a. Tenants will be selected from:

- (1) Enlisted men of the *first three grades* who form a part of the permanent garrison stationed at the military reservation, post, or base.
- (2) Civilian employees of the *War Department* permanently employed at military reservations, posts, or bases.

b. The commanding officer will select on a fair and just ratio, from applicants of groups (1) and (2) above, tenants to the limit of the capacity of the project. The housing units are designed as family dwellings, and *will not be leased for single occupancy.*

c. The method and rules for selection of tenants are matters for local determination. However, it is desired that the following requirements for eligibility be given recognition in formulating local policy.

- (1) As used in these instructions the term "family" shall be construed to include the lessee, his wife, and dependents in fact, permanently residing with him.

- (2) A family within the meaning of the foregoing paragraph is eligible for tenancy regardless of income. However, civilian families within income groups which can be adequately housed at fair rentals within their financial reach by private enterprise shall not be accepted as tenants in areas or localities where private enterprise is presently meeting their needs. If private enterprise is not meeting the needs of such families, they may be accepted as tenants but only until such time as there is constructed by private enterprise such adequate housing at fair rentals within their financial reach. The provisions of this paragraph are not intended to exclude any person or persons from occupancy in the unit when occupancy is primarily desirable from a military or station-administration standpoint, and the restrictions outlined herein will not be applied to applicants whose duties place them within that category.
- (3) Lessees may be permitted to accept or take in lodgers in the discretion of the commanding officer, but no lodger will be approved unless he is a member of the military service or is engaged or about to be engaged in defense activities. For the purpose of these instructions, a lodger is defined as any person, not a member of the lessee's family, who is permitted by the lessee to use part of the leased premises as his residence for the time being, pursuant to an agreement for hire. Such agreement need not be formal, but may consist of any understanding between the parties.

3. Lease

Prior to occupation each tenant will be required to execute a lease containing the terms and conditions under which he may occupy a unit within the project. The commanding officer, or his agent, will act as the agent of the Government in the execution of the lease. All leases will be written to expire on June 30 of each year. For computations involving fractions of a month, the 30-day month will be used as a basis. The lease form to be used will be as prescribed by the Quartermaster General.

4. Utility and Other Services

Rental rates quoted in paragraph five below include the cost of allowances for utility and the other operating services. The over-all estimated cost of these services for the entire project will be set in the operating budget. This estimate will be based, where applicable, on adequate allowances as set forth in Table of Standard Fuel and Light Allowances as prescribed by The Quartermaster General. The budget allowance for utility services plus amount of collections for excess utility services, will represent the maximum expenditure for this purpose, that may be paid from operating revenues. Any excess over the budget allowance will be prorated among tenants. The basis for proration will be the monthly rental scale; that is, each tenant's share will bear the same ratio to the total community excess as his individual rent payment bears to the total rent collection. Tenants will be notified quarterly of the status of utility expenditures. Collection for excess will be made twice yearly on June 30 and January 1, except that excess due from vacating tenants will be collected at the time their lease is terminated. Post Quartermasters will conduct a continual check on individual utility consumption.

5. Collection and Scale of Rentals

a. The Post Quartermaster will be responsible for the collection and deposit with the Post Finance Officer of all rental moneys. Pending publication of regulations by the Finance Department, all moneys collected and deposited by the Post Quartermaster will be carried by the Post Finance Officer in his Special Deposit fund. Money collected as payment for excess utility services as well as all other operating revenues will be handled in a similar manner. The Post Finance Officer will make payment from such funds to cover expenses of operation and maintenance, including administration expenses, on vouchers properly certified by the Post Quartermaster.

b. Rents will be collected monthly, at the end of the month. The rent month will be the calendar month. Rents are payable to the Post Quartermaster on or before the 10th day of each month. A report of any rents due and not paid by the 10th of the month will be made to the commanding officer. Delinquent tenants must settle in full within 30 days of the date they are reported delinquent. Under no circumstances will a delinquent tenant be permitted to occupy accommodation within the project for a longer period.

c. Scale of Rents:

(1) Enlisted Men

Allowances for quarters as prescribed by existing regulations.

(2) Civilians

| Salary Range | Monthly Rental |
|---------------|----------------|
| \$750 or less | \$10.00 |
| 751-1,095 | 15.00 |
| 1,096-1,440 | 20.00 |
| 1,441-1,740 | 25.00 |
| 1,741-2,040 | 30.00 |
| 2,041-2,370 | 35.00 |
| 2,371-2,700 | 40.00 |
| 2,701-3,000 | 45.00 |
| 3,000 or more | 50.00 |

The salary range for employees on hourly or weekly basis will be computed on the basis of a 50-week year and the normal hourweek in the surrounding territory.

(3) Lodgers

Additional rent for the privilege of taking in lodgers will be charged the tenant at the rate of \$5 per month per lodger.

(4) The size of the dwelling occupied by a tenant shall have no bearing on monthly rental charge.

6. Annual Budget

Each Post Quartermaster concerned will Prepare and submit for approval to the Quartermaster General, in quadruplicate, not later than 15 days after occupation of the first unit within his project, an operating budget for the project under his supervision; the budget for each fiscal year will be submitted annually thereafter to The Quartermaster General, to reach his office not later than February 1. This budget will be reviewed by the Post Quartermaster on October 1, January 1, and April 1 of each year. If no revisions appear desirable, a report to that effect will be made on the above dates. The form for the required budget will be prescribed by The Quartermaster General. Monthly financial statements will be submitted to The Quartermaster General.

7. Operation and Maintenance of Projects

a. Within limits set up in the approved budget, moneys derived from rentals will be available for expenses of operation and maintenance, including administrative expenses. At the close of each fiscal year the Post Quartermaster will report to The Quartermaster General any outstanding obligations against his project unpaid on June 30th. The Quartermaster General will in turn make the same report to the Chief of Finance with request that he take the necessary steps to transfer any unobligated balance or balances to the Federal Works Agency, for its disposition as required by the Act of October 14, 1940.

b. The operation and maintenance of projects is a function of the Post Quartermaster. Unless authorized by the Quartermaster General, operation and maintenance expenditures will not exceed budget authorizations.

c. The established work-order system for control and accounting for costs of maintenance work will be used.

8. Post Exchange and Other Service Facilities

The commanding officer is authorized to establish for a housing project such Post-Exchange or other service facilities as he may determine to be necessary. In the event that such facilities occupy buildings belonging to the housing project, a rental comparable to that charged for such facilities in the nearby community will be collected from the facility or facilities and accounted for in the same manner as other revenues.

9. Purchasing

Post Quartermasters will follow established Army purchasing procedure in all transactions involving the expenditure of the housing project revenues available for expenditure within the limits of the approved budget.

10. Civilian Assistants and Employees

Post Quartermasters are authorized to employ such civilian assistants as are required and authorized in the project budget. In so far as applicable, Post Quartermasters will follow the provisions of O.Q.M.G. Cir. 1-15.

11. Auditing and Inspection

The records and accounts of housing projects will be subject to inspection or audit by representatives of the Federal Works Agency when authorized by The Quartermaster General.

12. Forms

As prescribed by The Quartermaster General and Chief of Finance. Each form will be kept current and will be subject to authorized inspection or audit at any time.

13. Printing

Post Quartermasters may make local expenditures for printing to the amount authorized in the budget.

14. Reports

As directed in paragraphs 6 and 7 above, and in accordance with instructions issued by The Quartermaster General and Chief of Finance.

15. Accounting Instructions

Instructions covering procedure to be followed will be issued by The Quartermaster General and the Chief of Finance.

SECTION II

Housing Projects located OFF
Military Reservations, Posts, or Bases,
And operated under the *Federal Works Administrator*

1. *General*

a. Except as indicated in Section III below *off reservation* housing projects will be operated by Housing Managers responsible either directly or indirectly to the Federal Works Administrator.

b. Attention is directed to letter (AG 600.12) (1-25-41) M-D-M dated January 30, 1941, which requires that The Quartermaster General and Post Commanders will cooperate with duly appointed operating agencies in the operation, administration, and management of housing projects located on lands *outside of the boundaries of military reservations, posts, or bases.*

2. The Commanding Officer shall select tenants for *off-post* housing projects in accordance with the provisions of paragraph 2, section I, and shall certify such tenants to the local Housing Manager. The assignment of particular units to the tenants selected and certified is the responsibility of the Housing Manager.

3. *Lease*

The Housing Manager for the Federal Works Agency will act as the agent of the Government in the execution of leases. The lease form to be used will be as prescribed by the Management Agency.

4. *Utility and other Services*a. *Enlisted men*

The average annual payment by the tenant for utility and other services plus shelter rent shall not exceed the allowance for quarters paid by the Government to the tenant, except when the consumption of utilities has been in excess of allowances prescribed for that project; in which event an additional charge will be made as determined by the Management Agency.

b. *Civilians*

Payment by the tenant for utilities and other services will be as prescribed by the Federal Works Administrator or his agent.

c. Pursuant to the provisions of sections 601 and 602 of the Act of June 30, 1932 (47 Stat. 417; 31 U.S.C. 686), Post Quartermasters are authorized to sell coal, fuel oil, gas, electricity, water, and other supplies to the Federal Works Agency for consumption at defense-housing projects. The fiscal procedure prescribed in paragraph 2, AR 35-880, C-1 will be followed in cases involving such sales.

5. *Collection and Scale of Rents*a. *Collection*

Collection of rents will be as prescribed by the Management Agency.

b. *Scale of Rents*(1) *Enlisted men*

Allowances for quarters as prescribed by existing regulations. This rent to be all-inclusive except as prescribed below. In the event separate payments are made by the tenant for utilities or other services, the shelter rent shall not exceed the difference between the prescribed allowance for quarters and such separate payments. unless such separate payments are made for the purpose

of defraying charges for utilities consumed by the tenant in excess of prescribed allowances.

(2) *Civilians*

Rent as prescribed by the Management Agency to include lodgers, if any.

SECTION III

Housing Projects located off
Military Reservations, Posts, or Bases,
And operated under *The Quartermaster General*

1. The Quartermaster General is authorized to operate, maintain, and administer for the War Department housing projects located on *land outside the boundaries of military reservations*, posts, or bases, when the War Department has approved the request of the Federal Works Administrator that such management functions be assumed.

2. The commanding officer of the Post served by such housing projects will be responsible for the operation, maintenance, and administration of such projects pursuant to the provisions of Section I.

SECTION IV

General

1. The Management of War Department housing projects is in accord with the coordination of local management programs for Government Defense Housing Projects as promulgated by the National Division of Defense Housing Coordination and the Division of Defense Housing of the Federal Works Agency.

2. A copy of occupancy standards prescribed by the Division of Defense Housing of the Federal Works Agency is attached for the information of all concerned.

3. Additional instructions will be issued concerning housing projects:

a. Provided for the War Department by the United States Housing Authority, or local Housing Authorities cooperating therewith, under the provisions of Public Act No. 671-76th Congress.

b. Constructed by or for the War Department in the Panama Canal Department and at Kodiak, Alaska, respectively, under the provisions of Public Act No. 781-76th Congress.

4. Supplemental instructions will be issued from time to time as necessary.

By order of the Secretary of War:

(Signed) E. S. ADAMS

Major General,
The Adjutant General.

TENANT SELECTION AND RENTING FOR HOUSING DEVELOPMENTS FOR INDUSTRIAL WORKERS

The Housing Manager first should familiarize himself with the Locality Program Report prepared by the office of the Defense Housing Coordinator for the district in which his defense housing development is located. These reports will be available and should be obtained from the office of the Director of the Division of Defense Housing, Federal Works Agency.

PREPARATION
FOR TENANT
SELECTION

*The
Management
Plan*

Next, he should meet with the Regional Defense Housing Coordinator and such other persons as the latter designates, not later than 60 days prior to the scheduled initial occupancy date, wherever possible, to arrive at tentative decisions regarding the following:

1. Rent and income levels for the development in question.
2. Relation of the development to the general local defense-housing program.
3. Determination of local defense industries with reference to tenant selection for the development.
4. Number of units to be rented to employees of each of the various defense industries.
5. Determination of the number of hours in the normal workweek of various defense industries.

The understandings reached locally should be submitted to the Federal Works Administrator for his approval.

The Manager should assist in every way possible in the coordination of the local defense-housing program. To this end he should familiarize himself with the personnel and the programs of other agencies in the locality concerned with housing, such as the local housing authority, if any, the Homes Registration Office, and the local Defense Council. Arrangements should be worked out for referring ineligible applicants to other appropriate agencies, as well as for having other agencies refer eligible families to the application office.

*Relations
With Other
Agencies*

Where tenant selection is being done for developments other than the one under the Manager's jurisdiction, he should make every effort to avoid conflict and duplication of work.

As soon as the defense industries and plants have been designated for tenant selection purposes, the Manager should confer with employers in such plants for the purpose of (a) explaining the tenant selection and rental policies, (b) agreeing upon procedures for securing information required on the certification forms, and (c) making arrangements for the employer to publicize the development among his employees and to refer them to the application office.

*Relations
With
Employers*

Where a continuing relationship with a large industrial concern is anticipated, it is desirable to ask the concern to designate one person to act in a liaison capacity between the concern and the Housing Manager.

As soon as the foregoing steps have been accomplished, the Manager should open one or more application offices. One such office should be located on the site, if possible, and another conveniently located in relation to the principal defense plants. The offices should be clearly marked with signs, and should remain open for receiving applications and answering inquiries on Saturdays and Sundays and during the late afternoon and early evening, as well as during the regular daily office hours.

*Establishing
the
Application
Office*

The application offices should not be elaborate, but must be clean and dignified. They should provide sufficient space for interviewing applicants in

reasonable privacy and should be equipped with telephones and essential sanitary facilities.

All essential forms and office supplies should be on hand in advance. Certain of the forms are to be obtained by requisition, while others must be prepared locally.

TENANT
SELECTION
PROCEDURE
Application

A rubber stamp covering the development number, the name of the State and the name of the locality by which the development is designated should be obtained and this stamp should be used to stamp each application, FWA Form DHM 7, in the upper left corner. The same stamp should be used to stamp the Tenant-Record card, FWA Form DHM 11, which is described in a later section of this Manual. The stamp to be ordered should be designed to fit the space provided on the latter form. It will then be unnecessary to type in or write out these items for each of the hundreds of applications and Tenant-Record cards which will have to be prepared.

The Application for a Dwelling Form, FWA DHM 7, (see page C.051), is the standard form of application to be used on all developments intended for occupancy by industrial workers and their families. These forms should be distributed to employers and employee organizations in the designated local defense industries, to the Homes Registration Office in the locality, and to other appropriate sources. Applicants are to be requested to fill in the form and to return it in person to the management (or application) office. As applicants come to the office, the application blank is to be reviewed briefly with them. At this time the application is to be classified as eligible or ineligible, as the case may be. (Applications are to be classified as eligible if the principal wage earner is employed or about to be employed in a designated defense industry; applications are ineligible if the principal wage earner is not so employed or about to be employed.) At this time ineligible applicants should be advised of their ineligibility. Eligible applicants are to be advised that their employment and income is to be verified and that they will be notified later whether or not they are accepted for leasing. Eligible applicants should be requested to keep the office informed of any changes of address or other circumstances.

As an application is received, it is to be recorded on the application register (see page C.053) and assigned the next consecutive application number. Make out a master file card showing the name, address, and application number. Make a folder for the application, recording the name and application number on the tab. Fill in the name of the development, name of the employee, and the name of the plant, and record the application number on a "Certification of Defense Activity and Income Data" form (see page C.054) for the principal wage earner and lodgers listed on all eligible applications.

File the master-file card alphabetically. File application folders numerically by application number. Put Certification of Defense Activity and Income Data forms aside for later verification.

Racial
Relations
Policy

It is a basic policy in tenant selection to reflect the patterns of the community in which the projects are located. In this respect questions of a racial nature will arise. In tenant selection, the project manager is required to see to it that his selections reflect the policies of the Federal Works Agency.

The Racial Relations Office and the Tenant Selection Division of the Division of Defense Housing will cooperate in matters affecting racial policy in tenancy.

This is required by the terms of the Lanham Act which restricts eligibility for admission to those families of which the head is engaged or about to be engaged in industries connected with and essential to the national defense. In clarification of this requirement, the Statement of Policy on Tenant Selection, FWA 3612, dated February 7, 1941, states:

Verification
Defense
Activity

1. A family is two or more persons accustomed to living together.
2. a. This definition shall not be construed to exclude lodgers, but no lodger shall be accepted as part of a household unless he is, or is about to be, engaged in defense activities.

b. A lodger is defined as any person, not a member of the tenant's family who is permitted by the tenant to use part of the leased premises as his residence for the time being, pursuant to an agreement for hire. Such agreement need not be formal but may consist of any understanding between the parties.

c. In extraordinary individual cases, the local manager may waive the limiting of eligibility to families as defined above, if, in his considered opinion, such waiver is essential to the local defense program.

This is required by the policy which bases shelter rents on the income of the principal wage earner, regardless of size of dwelling unit assigned. The statement of policy on Rentals, FWA 4349, dated May 2, 1941, defines this as follows:

Income

1. Income of principal wage earner:

a. The income of the principal wage earner shall include his total earned income, which shall be computed on the basis of a 50-week year and the normal hourweek of the local defense industry. Overtime pay shall not be included as a part of income under this definition, but in the event that a local defense industry increases the hourweek as a general policy such increases shall not be considered as overtime.

b. Income shall not include income from sources other than employment (that is, pensions, alimony, etc.).

Following is the suggested procedure for verifying these two factors:

At frequent periodic intervals sort the certification forms according to the name of the plant or employer. According to arrangements previously made with employers, mail or preferably take the certification forms to be filled in by the employer.

In addition to the foregoing factors, the Statement of Policy on Tenant Selection, FWA 3612, stipulates that priority in selection from among the group of eligible applicants shall be established on the following basis:

1. Priority shall be given to applicants who have come from other localities and who are now living in trailers or other temporary shelter.

2. Preference also shall be given to applicants who have come from other localities and whose domiciles are beyond reasonable commuting distance of the defense industry in which they are, or are to be, engaged. This shall include applicants now living locally with their families in purely temporary quarters or together with another family, as well as applicants desiring to bring their families from their domiciles elsewhere. In the event sufficient applications are not received from the above classifications, applicants now domiciled within reasonable commuting distance of the defense industry may be considered according to their relative need.

3. The local manager may waive the above priority of selection in extraordinary individual instances where the applicant's occupation or skill is particularly vital to the local defense program or when for other reasons, in his opinion, such measure is essential to the local defense program.

In order to determine which applicants are entitled to priority in selection by reason of their domicile being beyond reasonable commuting distance of the defense industry, it is generally advisable to make some check on the length of time that the applicant has lived in the locality. In this connection check the date of employment with the employer as shown on the certification form; check name in city directory, if any, or check other documents in the applicant's possession which might serve to verify this item, such as driver's license or Social Security identification card issued at place of domicile, postmarked letters, etc.

In the case of applicants who are not entitled to priority by reason of their being domiciled within reasonable commuting distance of the defense industry in which they are or about to be employed, most reliance, relative to the family's need for housing, will be based on the applicant's statement on the application form. Wherever possible, however, it is advisable to check with the records of the local housing authority, if any, or with any recent existing housing survey for further verification of this item.

It is not considered necessary or desirable to obtain commercial credit reports or otherwise to attempt to verify credit risk.

DETERMINATION
OF RENT TO
BE PAID
Rental Policy

The Statement of Policy on Rentals, FWA 4349, dated May 2, 1941, states that shelter rents will be based on the income of the principal wage earner, regardless of size of the dwelling unit assigned by the management. Except in extraordinary cases to be certified by the Federal Works Administrator, the rentals on all projects will be as follows:

| <i>Income</i> | <i>Annual</i> | <i>Weekly</i> | <i>Monthly Shelter Rent</i> |
|---------------|---------------|---------------|---------------------------------|
| | \$700- \$800 | \$14-\$16 | \$13 |
| | 801-1,000 | 16- 20 | 14 |
| | 1,001-1,200 | 20- 24 | 17 |
| | 1,201-1,500 | 24- 30 | 20 |
| | 1,501-1,800 | 30- 36 | 25 |
| | 1,801-2,200 | 36- 44 | 30 |
| | 2,201-2,600 | 44- 52 | 36 |
| | 2,601-3,000 | 52- 60 | 43 |
| | 3,001 or more | 60 or more | 50 |

In addition to the shelter-rental charge, families shall be required to pay an additional charge of \$5.00 per month for each lodger living with the family.

The income of the principal wage earner shall include the total earned income of the principal wage earner, which shall be computed on the basis of a 50-week year and the normal hourweek of the local defense industry. Overtime pay shall not be included as a part of income under this definition; but in the event that a local defense industry increases the hourweek as a general policy, such increases shall not be considered as overtime. Income shall not include income from sources other than employment (that is, pensions, alimony, etc.).

The Housing Manager shall be responsible for determination and periodic check on the income of the principal wage earner.

RENTAL POLICY
PROCEDURE

The following procedure should be followed in applying the rental policy for the purpose of determining shelter rent to be paid by the prospective tenant.

1. For workers receiving straight salaries with no provision for overtime pay, the total earned income shall be computed on the basis of the current rate of pay for a period of 50 weeks per year.

2. For workers paid on a piecework or production-bonus basis, the total earned income shall be computed on the basis of a 50-week year and the average weekly earnings for a 40-hour week. A statement of average weekly earnings should be obtained from the employer.

3. For workers paid an hourly rate with provision for overtime pay for time worked in excess of 40 hours, the total earned income shall be computed on the basis of a 50-week year and the normal hourweek of 40 hours. Overtime pay shall not be included as a part of income under this definition. For example, in some industries the normal hourweek is 40 hours but due to the present emergency, employees are being asked to work 48 hours and are paid straight time for the first 40 hours and time-and-one-half for the remaining 8 hours, which means they are actually being paid for 52 hours per week. Under the present policy all hours worked in excess of 40 hours should be considered as overtime and not included as part of the income.

4. If there are two or more members of the family employed, the income of the person employed in the defense industry should be used for the purpose of determining shelter rent.

5. If there are to be individual meters for the various dwelling units in the development there will be no occasion to establish a charge for utilities in addition to the shelter rent. If, however, there is to be a master meter, a rate for the various utilities will have to be established for each dwelling and this amount should be added to the shelter rent.

6. As stated in the policy, an additional charge of \$5.00 per month should be made for each lodger living with the family. The total rent will then be the amount for shelter rent plus the charge for lodgers plus the charge for utilities, if these are provided, through the master meter in the development.

A policy governing the basis for determining shelter rent for management employees living in defense housing developments is given below. Although it is highly desirable for the Manager and certain other members of the staff to live on the project, it is not mandatory.

Shelter rent for management employees living in defense housing developments will be based on the income received by the members of the management staff with the exception that, in no instance, should shelter rent of a Manager or other members of the staff exceed \$36 a month.

Lease forms for all members of the Management staff with the exception of the Housing Manager should be executed in the usual way. The lease form for the Housing Manager should be filled in and all four copies should be sent to this office, where they will be signed and two copies will then be returned to the local manager.

As certification forms and other verifications are completed on an application, the information in the box in the right top corner of the application form should be filled in. (See instructions on page C.052.) As soon as the opening date for the first units is definitely established, select families for leasing on the basis of priorities outlined in the Statement of Policy on Tenant Selection, cited above.

*Approval and
Selection for
Leasing*

As applications are selected for leasing, they are to be recorded on the Register of Applications Selected for Leasing (Work Sheet A, see page C.039.) A Rental Certificate form (see page C.058) is to be made out in triplicate for

LEASING AND
OCCUPANCY
*Leasing and
Moving in*

each family selected for leasing. A form letter is to be sent to such families, notifying the family of acceptance for leasing and requesting that both husband and wife come to the management office at an appointed time to select a dwelling and sign a lease. One copy of the Rental Certificate should be enclosed with this letter; the other copy is to be retained in the rental office to be filed by date of appointment to select a dwelling, and used as a tickler file.

As families come in to select a dwelling, the duplicate Rental Certificate is to be removed from the file, as indicated below, so that the certificates remaining in the file at the end of each day will indicate which families have failed to keep their appointments. Families who fail to keep their appointments to select a dwelling and who fail to contact the office within a reasonable length of time or who do not respond to a second notice should be notified that their Rental Certificate has been canceled. This action constitutes withdrawal of the application, and should be so recorded on Work Sheet B, "Change in Status of Application," described on page C. 041.

As families come to the office they should be shown two or three dwellings of the appropriate size from which to make a selection. The unit size required by the family will have been recorded on the Rental Certificate and assignments are to be made on the basis of the following occupancy standards;

1. A one-bedroom unit shall be assigned to a family composed of not less than two nor more than three persons.
2. A two-bedroom unit shall be assigned to a family composed of not less than three nor more than five persons provided that such unit may, in the discretion of the Housing Manager, be assigned to a family composed of two persons if no one-bedroom unit is available, but only for the period of such unavailability.
3. A three-bedroom unit shall be assigned to a family composed of not less than four nor more than seven persons.
4. A four-bedroom unit shall be assigned to a family composed of not less than five nor more than nine persons.

For the purpose of this statement a family shall be deemed to mean and include all permanent members of the household and such lodgers as may be approved by the Housing Management.

In assigning dwellings to households which include lodgers, the Manager should see that a separate bedroom is set aside for each lodger or for two lodgers of the same sex.

After the dwelling unit has been selected, the next step is the signing of the lease. It is essential that the Manager (or designated assistant) take sufficient time to talk with the selected family to clarify the tenant's understanding of the lease terms, the bases upon which residence in the development and the rental charge are determined, the necessity for periodic checking on defense activity and household income, the limitations placed upon the taking in of lodgers and the additional rental charge for lodgers, and other pertinent aspects of the rental policies. It is important also to emphasize the necessity for prompt payment of rent and other charges, for keeping the dwelling and the lawn in good condition, and for having consideration for neighbors. The Manager may also wish to inform the family regarding the availability of facilities for health, welfare, and recreation in the development or in the community. Such an interview is a requisite for the establishment of a friendly and cooperative tenant-management relationship.

Four copies of the lease form are to be prepared—the original and one copy are to be sent to the Division of Defense Housing, Office of the Administrator, Federal Works Agency, where one will be kept on file and the other will be sent to the General Accounting Office. The third copy is to be retained in the Managers files and the fourth copy is to be given to the tenant. All four copies are to be signed by the tenant as well as by the Manager. (As dwellings are leased, a notation should be made on Work Sheet B as described on page C.041.) The lease must be signed by the principal wage earner and spouse and/or parent or guardian if principal wage earner is a minor.

Several days before the family is scheduled to move in, the Manager should arrange for final inspection of the dwelling to make sure that it is clean and that all of the equipment is in good working order. Before the family actually moves in, rent for the remainder of the month is to be paid to the cashier and receipted in the management office according to the established accounting procedure, and the keys turned over to the tenant.

Prior to leasing, an Occupancy Record card (see page C.061) is to be made out for each dwelling unit. Cards for vacant dwellings should be filed in a "vacancy" file according to type and size of unit. Cards for dwellings leased but as yet unoccupied should be filed in a pending-occupancy section or flagged to indicate that the dwellings are leased but not yet occupied. (A dwelling should be considered as "occupied" when it is under lease and when rent has been paid for the period, even though the tenant may not actually be living in the dwelling.) As each tenant takes possession, this should be recorded on the Occupancy Record, and the card for that dwelling should be transferred to an occupancy file and filed by address. (Where a visible index is used instead of the straight card file, indicators will be used to show the status of occupancy of each dwelling.)

RENTAL
GUIDES
Occupancy
Record File

In addition to the Occupancy Record file, additional controls are generally necessary during the period of initial leasing and occupancy. One such rental guide may be provided by the use of a site plan showing the location of individual dwellings in each building by unit number or address. Units of different size should be indicated by different colors. By the use of colored pins the site plan serves to indicate the number of dwelling units available for leasing, those leased but as yet unoccupied, and the number of occupied dwelling units.

Site Plan

In very large projects a master moving schedule should be prepared to serve as a control of moving assignments (see page C.064). By reference to it the number of families using the driveways, entrances, and stairways at any one time may be regulated, thus avoiding confusion and congestion. Such a schedule should be prepared weekly during the period of initial occupancy. As assignments are made, the dwelling-unit numbers for which moving time is scheduled should be entered in the squares provided. As dwellings are occupied a line may be drawn through the assignment to indicate completion of the move.

Moving
Schedule

The local Manager is responsible for making a periodic check on the defense employment and income of tenants for purposes of ascertaining their eligibility for continued occupancy in the development and for making any necessary changes in the rental charge. The first such reexamination of tenants' circumstances is to be made 6 months after the development is completely occupied, and at annual intervals thereafter. However, if in the Manager's opinion local employment conditions relative to hourly wages or number of hours in the normal work week or other factors have changed materially, he may conduct the reexamination at semiannual intervals. The number of such

REEXAMINA-
TION OF
DEFENSE
ACTIVITY
AND INCOME

reviews should be kept to a minimum, however, because of the additional burden of work it places upon the Manager and upon employers.

Review of all tenants' circumstances should be made at one time, within a 1- or 2-month's period wherever possible, in order to obviate unnecessary continuous feelings of insecurity on the part of tenants, and in order that necessary rental changes may become effective at one time, thus avoiding any appearance of favoritism or discrimination.

In conducting the reexamination, it will be necessary to send a letter to all tenants explaining the purposes of the inquiry and requesting that they fill in a new form giving information as to the occupations and incomes of the members of the household (see page C.058 for form). As these forms are returned to the Manager, defense activity and income are to be reverified, in the same manner as that followed for initial tenant selection (see page C.030).

Families which no longer have a member employed in a defense industry or a member who has been given assurance of reemployment in a defense industry shall be notified to vacate, but shall be allowed a reasonable length of time to relocate outside of the development. Families shall also be required to notify any ineligible lodgers to vacate. In case of families whose head is no longer employed in one of the specific defense industries or plants designated at initial tenant selection, but who have become reemployed by other industries which, in the Manager's opinion, are considered to be closely associated with and essential to the national defense program, the Manager may permit such families to remain as tenants in the development.

Adjustments in rental charges as a result of changes in income should be made as soon as possible after completion of the reexamination of incomes, and all at the same time.

**RENTAL
MANAGEMENT**
*Rent
Collection*

As provided in the lease, tenants are required to pay rent and other charges at the management office not later than the first day of each month. A device which has been used successfully as an added incentive to prompt payment is that of stamping "Late" across the face of receipts for rent paid after the 5-day delinquency.

In the case of a family which habitually fails to pay rent on time, the Manager should attempt to ascertain the reason for this delinquency in conference with the heads of the family, and to assist in remedying the situation wherever possible.

Eviction

It must be remembered that the tenants living in defense-housing developments are, by reason of their occupation or skill, essential to the national-defense program. Consequently eviction of a tenant for nonpayment of rent or for other causes should be resorted to only after all reasonable attempts to collect the rent have failed. Such attempts should include a conference with the family heads, both husband and wife, and perhaps also a conference with the employer. In some instances, it may be desirable to refer the family to an appropriate social agency for assistance in budgeting the family income or in adjusting other family situations which may be the cause of the failure to pay rent.

However, any rental account which is more than one full month in arrears should be referred to the District Attorney for collection, and eviction proceedings should be initiated in accordance with applicable local legal requirements.

The following are required reports to be submitted to the Washington office REPORTING as indicated in the instructions following each report:

1. Report on Applications, Leasing, and Occupancy.
2. Tenant Record.
3. Notice of Premises Vacated.
4. Notice of Changes in Rental Charge.

Following are specimens of each of the report forms. A supply of these forms may be obtained upon requisition from the Washington office. The Housing Manager should anticipate his needs in this connection, and order in sufficient quantity for not less than a 3-months' period.

FEDERAL WORKS AGENCY
Division of Defense Housing
Washington, D. C.

REPORT ON APPLICATIONS, LEASING, AND OCCUPANCY

Report No. 3
Period Covered 6/20/41 Thru 6/27/41

Development Name: DEFENSE HOMES Number: 31-9
Location: SUMMERVILLE, NORTH CAROLINA
Development Serving: Army -- Enl. _____, Civ. _____ : Navy -- Enl. _____, Civ. _____
Industrial (specify) 500 INDUSTRIAL UNITS

(scheduled)
Date first units (accepted for occupancy 6/27/41) Date first unit occupied 6/27/41
(scheduled)
Date all units (accepted for occupancy about 8/1/41)

| A. APPLICATIONS RECEIVED | Total This Period | Total To Date |
|-----------------------------------|----------------------|------------------|
| 1. Eligible applications received | 20 | 320 |
| 2. All applications received | 25 | 400 |

| B. DISPOSITION OF APPLICATIONS SELECTED FOR LEASING | Present Status |
|---|----------------|
| 3. Number selected applications not yet under lease | 150 |
| 4. Number selected applications under lease | 151 |
| 5. Number leases cancelled or applications withdrawn prior to occupancy | 19 |
| 6. Number families moved from development | 0 |
| 7. Total number applications selected for leasing (3+4+5+6) | 320 |

| C. LEASING AND OCCUPANCY | Total | Size of Dwelling Units | | | |
|--|-------|------------------------|------------|------------|------------|
| | | 1 Bedroom | 2 Bedrooms | 3 Bedrooms | 4 Bedrooms |
| 8. No. units in development | 500 | | 400 | 100 | |
| 9. No. units accepted for occupancy | 212 | | 196 | 16 | |
| 10. No. units occupied | 113 | | 113 | 0 | |
| 11. No. units leased, but not occupied | 38 | | 35 | 3 | |

REMARKS: 25 units are to be occupied in the next 4 days.

Signed: John Doe Title: Housing Mgr Date: 6/28/41

Note: The first report is to be submitted at the end of the first week during which applications are received, and weekly thereafter until the development is 95% occupied; monthly thereafter. Friday is to be the last day of the official week, so that the weekly reports can be prepared on Saturday. Monthly reports are to cover the calendar month. The report is to be prepared in triplicate, and two copies are to be mailed to the Federal Works Agency, Division of Defense Housing, Washington, D. C., in time to be received by the Tuesday following the date of the report.

Work Sheet A

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Work Sheet B

(Work Sheet C)

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Report on Applications, Leasing, and Occupancy

This report is to be submitted by the Housing Manager on all developments constructed under the provisions of the Lanham Act. The first report is to be submitted at the end of the first week during which applications are received, and weekly thereafter until the development is 95 percent occupied; monthly thereafter. Friday is to be the last day of the official week so that weekly reports can be prepared and submitted on Saturday. The Report is to be prepared in triplicate, and two copies are to be mailed to the Federal Works Agency, Division of Defense Housing, Washington, D. C., in time to be received by the Monday following the last date of the period covered by the report. Developments located west of the Mississippi River should use air mail.

Monthly reports are to cover the calendar month and should be mailed not later than the 10th day of the month.

Certain work sheets and files are necessary to permit proper accounting for applications and dwelling occupancy and to facilitate the required reporting. These are described in connection with the following instructions for filling in the report:

Heading

Report No.—Reports are to be numbered consecutively, starting with the first week during which applications are received.

Period Covered.—Insert first and last dates of the period covered by this report. For weekly reports, Friday is to be the last day of the week covered in the report, so that the reports can be prepared and submitted on Saturday. Monthly reports are to cover the calendar month.

Development Name and Number.—Insert the name, number, and location of the development to which the report pertains.

Development Serving.—Indicate in the appropriate space the number of dwelling units at present allocated for occupancy by Army enlisted personnel, Army civilian employees, Navy enlisted personnel, Navy civilian employees, and for industrial workers.

Scheduled

Date First Units Accepted for Occupancy.—Cross out the word "accepted" if no units have been accepted for occupancy, and record the date for which the first units are scheduled for occupancy. If the first units have already been accepted for occupancy, cross out the word "scheduled" and record the date that such units were accepted. After the first units have been reported as accepted, this notation may be omitted from subsequent reports.

Date First Unit Occupied.—Record the date upon which the first tenant moved into the development. After the first units have been tenanted and the date reported, this notation may also be omitted from subsequent reports.

Scheduled

Date All Units Accepted for Occupancy.—Cross out the inappropriate word and record the date upon which all units in the development are scheduled for acceptance or actually accepted for occupancy. After all units have been accepted for occupancy and so reported, this item may be omitted from subsequent reports.

Section A. Applications Received.—This section of the report, lines 1 and 2, maybe omitted by managers of Army and Navy off-post developments. This section does apply to all other developments.

The data called for in this section of the report is to be obtained from the Application Register (page C.038) as follows.

As applications are received, they are to be recorded on the Application Register and assigned the next consecutive application number. A check () is to be placed in the "Classification" column to indicate whether the applicant is eligible or ineligible. (See page C.030) for definitions.

At the end of the report period, draw a heavy line under the last application registered. Total the checks in the "Eligible" column to obtain the figure to be recorded on line 1 of the report, "Eligible applications received—This Period." This figure added to the "Total to Date" reported on the previous report, gives the new total to date figure.

The last application number recorded on the Application Register is the total number of applications received to date. To obtain the number of all applications (including ineligible, as well as eligible applications) received this period, subtract last period's total from the present total. Enter these figures in line 2 of this report.

Section B. Disposition of Applications Selected for Leasing.—The figures to be recorded in this section of the report in the column headed "Present Status" are to show the number of selected applications in each of the categories listed, as of the last date of the period covered by the report.

Following is a description of each category:

Line 3, Number Selected Applications Not Yet Under Lease.—Record the number of applications selected for leasing who have not yet actually signed leases as of the last date of the period covered by the report.

Line 4, Number Selected Applications Under Lease.—The figure recorded here must equal the sum of items 10 and 11 under Section C of this report.

Line 5, Number Selected Applications Canceled or Withdrawn.—Record the total number of applications which were accepted for leasing but which were canceled or withdrawn prior to the family's taking occupancy in the development. This will include selected applications withdrawn prior to signing a lease, as well as leases canceled prior to occupancy.

Line 6, Number Selected Applications Moved From Development.—Record the total number of tenants who have moved away from the development from the start of occupancy through the last day of the period covered by the report.

Line 7, Total Number Applications Selected for Leasing.—Record the total number of applications selected for leasing from the start of tenant selection through the last date of the period covered by the report. This figure should equal the sum of items 3, 4, 5, and 6.

The data called for in this section of the report can be readily obtained by the use of the work sheets described below:

Work Sheet A.—Register of Applications Selected for Leasing:

As applications are selected for leasing, they are to be recorded on Work Sheet A. At the end of the report period, draw a heavy line under the last application recorded, and count the number of applications selected for leasing this period. Add this subtotal to the previous total of all applications selected for leasing to obtain the total number of applications selected for leasing to date, which is shown in line 7 on the report.

Work Sheet B.—Changes in Status of Selected Applications:

All actions taken on applications subsequent to selection for leasing are to be recorded on this Work Sheet, in the following manner: Record the date that the action is taken in the "Date" column, and record the application number and name of the family. Then place a check () in the appropriate column in the "Change From" part of the Work Sheet to indicate the status of the application before the action was taken, and place another check () in the appropriate column in the "Change To" part of the Work Sheet to indicate the status of the application after the action was taken. For example, where a family whose application has recently been selected but is not yet under lease comes in to state that they are no longer interested in leasing a dwelling in the development, enter the date and application number and name of the family, and place a check in the "Change From" part of the Work Sheet in the column headed "Not Yet Under Lease" and also a check in the "Change To" part of the Work Sheet in the column headed "Leases Canceled Before Occupancy or Application Withdrawn."

At the end of the report period, add the checks in each of the columns and record the total on Work Sheet C, described below:

Work Sheet C.—Recapitulation of Work Sheets A and B:

Item 1, Status at End of Last Period.—Record in the appropriate columns the status of all applications selected for leasing as shown in lines 3, 4, 5, and 6 of the previous period's report.

Item 2, Applications Selected This Period.—Record the total number of applications selected for leasing in the column headed "Not Yet Under Lease" regardless of the present status of such applications.

Item 3, Plus Changes.—Record in the appropriate columns the totals in the "Change To" part of Work Sheet B.

Item 4, Total.—Add the figures recorded in each column of Items 1, 2, and 3, and record the totals.

Item 5, Less Changes.—Record in the appropriate columns the totals obtained in the "Change From" part of Work Sheet B.

Item 6, Status at End of Period.—Subtract the figures in each column of Item 5 from the figures in each column in Item 4, and record the remainders so obtained in the appropriate columns in Item 6. These figures are then to be recorded in the report as lines 3, 4, 5, and 6, respectively. The sum of these figures is the figure to be recorded in line 7, "Total Number of Applications Selected for Leasing." This sum must always agree with the number of applications selected for leasing as shown on Work Sheet A. If it does not, an error has been made, and the reports may be checked by means of the application numbers and names recorded on the Work Sheets.

Section C.—Leasing and Occupancy:

The data called for in this section of the report may be obtained from the Occupancy Record file, as described on page C.035.

Line 8, No. Units in Development.—Record the total number of dwelling units in the development, as well as the distribution of the dwellings according to sizes, i.e. number of bedrooms.

Line 9, No. Units Accepted for Occupancy.—Record the total number and the distribution by size of dwelling units (number of bedrooms) which have been completed and released by the contractor and accepted for occupancy by the Manager.

Line 10, No. Units Occupied.—Record the number of units in the development which are occupied as of the last date of the period covered by the report. Consider as "occupied" any dwellings covered by an active lease and for which rent has been paid or is due even though the tenant may not actually be living in the dwelling. Where a tenant has moved away from the project and it is planned to refund part of the rent paid in advance by him, consider the unit occupied only up to the date for which such refund will be granted.

Line 11, Number Units Leased but Not Occupied.—This refers to families moving into the development only. Record the total number of units leased but not yet occupied by incoming tenants, and show the distribution of such units according to size of dwelling (number of bedrooms). (See instructions for Item 10 regarding tenants moving out of the development.) Where dwellings are leased in advance of their acceptance for leasing, this figure may be larger than those in Item 9.

Remarks.—Explain or expand any of the previous items, or comment on any special problems affecting tenant selection or leasing and occupancy.

The report is to be signed by the Housing Manager, and dated as of the date the report is compiled and submitted.

| | | |
|--|--|---|
| FWA Form DEM 11 | Federal Works Agency Defense Housing Division Washington | Dwelling No. <u>16</u> <input type="checkbox"/> |
| <u>North</u> <u>Carolina</u> <u>31-9</u> (State) (Development No.) | TENANT RECORD | Code <input type="checkbox"/> |
| <u>Summersville, North Carolina</u> (Locality) | | First tenant record <input checked="" type="checkbox"/> |
| | | Supplementary record <input type="checkbox"/> |
| | | Date of record <u>6/30/41</u> |
| | | Date premises occupied <u>6/15</u> |
| | | Date premises vacated _____ |

| | |
|--|-------------------------------|
| 1. Name <u>JOHN JONES</u> | |
| 2. Permanent address: Locality <u>RICHMOND</u> State <u>VIRGINIA</u> | |
| 3. Employer <u>REPUBLIC AIRCRAFT</u> | Code <input type="checkbox"/> |
| 4. Industry <u>AIRCRAFT</u> | <input type="checkbox"/> |
| 5. Occupation <u>WELDER</u> | <input type="checkbox"/> |
| 6. Race <u>WHITE</u> | <input type="checkbox"/> |
| 7. Priority <u>FROM OTHER LOCALITY</u> | <input type="checkbox"/> |
| 8. Number of bedrooms <u>2</u> | |
| 9. Monthly shelter rent \$ <u>25.00</u> | |
| 10. Annual tenant income \$ <u>1600.</u> | |

| 11. Name of Occupants | Relationship to family head | Age | | Social Security No. |
|--------------------------|-----------------------------|-----------|-----------|---------------------|
| | | M | F | |
| a. <u>JOHN JONES</u> | <u>Head of family</u> | <u>36</u> | | <u>063-03-7783</u> |
| b. <u>ELSIE JONES</u> | <u>WIFE</u> | | <u>34</u> | |
| c. <u>JOHN JONES, JR</u> | <u>SON</u> | <u>8</u> | | |
| d. <u>GEORGE JONES</u> | <u>SON</u> | <u>6</u> | | |
| e. | | | | |
| f. | | | | |
| g. | | | | |
| h. | | | | |
| i. | | | | |
| Total <u>4 OCCUPANTS</u> | | | | |

Instructions for Preparing Tenant Record, FWA Form DHM 11

At the end of each month the Manager is to submit a Tenant Record for each new tenant who occupied a dwelling during that month (see definition under Date Premises Occupied). This record is to be closely associated with the Notice of Premises Vacated and the Notice of Changes in Rental Charge, since it will be assumed that a dwelling is occupied by the tenant at the rental charge reported in the first tenant record unless a Notice of Premises Vacated has been submitted showing that the tenant has moved out of the dwelling or unless a Notice of Change in Rental Charge has been submitted showing that a different rental charge has been assigned.

Dwelling number.—Enter the number of the dwelling occupied (not the address). This "dwelling number" is sometimes called the "account number."

Submit a new tenant record for each tenant who moves from one dwelling unit to another within the development. Submit new tenant records for all tenants in the development after each periodic reexamination of defense activity and income data.

For tenants moving into the development, check in the box after "first tenant record." For tenants moving from one dwelling unit to another within the development and for all tenants after periodic reexamination of defense activity and income data, check in the box after "supplementary record." A supplementary manual covering procedures, forms, and reporting required in connection with reexamination of tenant eligibility and rental charges will be forwarded at a later date.

Date of Record.—Enter the date upon which the record is compiled.

Date Premises Occupied.—Enter the date upon which the tenant moved into the dwelling reported. Consider as in occupancy tenants who have signed a lease and paid rent for a period beginning before the "date of record."

Date Premises Vacated.—Do not make any entry in this space. This date is to be filled in in Washington on the basis of data reported on the Notice of Premises Vacated forms.

Locality.—If the development is within the corporate limits of a city or town, give the name of the city or town. In other cases give the locality name by which the location of the development is regularly designated.

Do not make any entries in the column headed "Code." This space is to be used for coding in the Washington office.

Item 1, Name.—Record the first and last name and middle initial, if any, of the head of the family occupying the dwelling. The principal wage earner is to be considered the head of the family in every case.

Item 2, Permanent address.—This item should be transcribed from the corresponding items on the Tenant Application, FWA Form DHM 7. It represents the last permanent address outside the commuting area in the case of persons who came into the defense location for the purpose of defense employment. In the case of persons who are residing outside the commuting area designated for the defense location, this address may be the same as the present address. If the permanent address is within an incorporated city or town, enter the name of the city or town as the "Locality"; if it is a rural location, enter the name of the county or township and the word "County" or "Township."

Item 3, Employer.—Enter the name of the employer of the principal wage earner or of the plant in which he is employed, such as "Lockheed Aircraft," "Norfolk Navy Yard," etc. When the employer is the Federal Government, report the branch of the Government and the specific establishment or place of employment.

Item 4, Industry.—Record the industry in which the principal wage earner is employed, such as "shipbuilding," "aircraft," etc. The industry of the principal wage earner should be obtained from FWA Form DHM 1, Certification of Defense Activity and Income Data, when the industry is differently reported there from the tenant's report on the application, DHM 7.

Item 5, Occupation.—Enter the specific occupation of the principal wage earner. In stating the occupation, do not use such general terms as wage earner, employee, worker; use specific terms as caulker, carpenter, machinist, sheet-metal machine operator, electrician, painter, etc. The occupation of the principal wage earner should be obtained from FWA Form DHM 1, Certification of Defense Activity and Income Data, when the occupation is differently reported there from the tenant's report on the application, DHM 7.

Item 6, Race.—Record the race of the head of the family as "White," "Negro," or "Other."

Item 7, Priority.—Priorities are to be distinguished in accordance with the Statement of Policy on Tenant Selection.

Enter "Other locality" for tenants who have come from other localities and whose domiciles were beyond reasonable commuting distance of the defense industry in which they were, or were to be, engaged. For a tenant who was commuting more than a reasonable commuting distance, add the word "commuter" after "Other locality," thus: "Other locality—commuter." For a tenant who was living locally with his family in purely temporary quarters, add the word "temporary" after "Other locality," thus: "Other locality—temporary." For a tenant who was living locally with his family doubled up with another family, add the word "doubled" after "Other locality," thus: "Other locality—doubled." For a tenant who desired to bring his family from their domicile elsewhere, add the words "without family" after "Other Locality," thus: "Other locality—without family."

Enter "Same locality" for tenants who were domiciled within reasonable commuting distance of the defense industry. For tenants whose occupation or skill was considered vital to the local defense program, add the word "occupation" after "Same locality," thus: "Same locality—occupation." For tenants living in substandard housing, add the word "substandard" after "Same locality," thus: "Same locality—substandard." For tenants whose rent was beyond their means, add the word "Rent" after "Same locality," thus: "Same locality—rent."

Item 8, Number of Bedrooms.—Record the number of bedrooms in the dwelling.

Item 9, Monthly Shelter Rent.—Enter the monthly shelter rental charge assigned to the tenant on the basis of income. Include in this amount any additional rental charge of lodgers.

Item 10, Tenant Income.—Enter the income of the principal wage earner as defined in the Statement of Policy on Rentals. This should be recorded on the line "Household Income" on the Tenant Application, FWA Form No. DHM 7.

Item 11, Data on Individual Persons in Household:

Column 1.—List all occupants of dwelling unit by name.

Column 2.—List all occupants of dwelling unit by indicating the relationship to the family head (principal wage earner). Start with "head of family" and follow with members of the family. Use designation "lodger" for each lodger. Enter on the line marked "Total" the total number of persons in the household (the number of lines with entries).

Columns 3 and 4.—Enter the age of each male in the household in the column headed "M" and the age of each female in the column headed "F." Enter on the line marked "Total" the total number of males and the total number of females in the household. The sex of each occupant should be recorded on the Tenant Application, FWA Form DHM 7.

Column 5.—Enter the Social Security number of each member of the household who has a Social Security number. The Social Security numbers should be obtained and entered on the application blank in the left margin opposite the name of the tenant and opposite the names of each person listed as living with the tenant. It should be transcribed to this form from the tenant application blank. In cases where the information is not recorded on the tenant application blank at the time the application is submitted, it should be obtained at the time that the prospective tenant appears to select his dwelling unit or to sign the lease.

FWA Form DHM 12

FEDERAL WORKS AGENCY
Division of Defense Housing
Washington, D. C.

NORTH CAROLINA 31-9
(State) (Development No.)

NOTICE OF PREMISES VACATED

SUMMERVILLE NORTH CAROLINA
(Locality)

Month of JUNE, 1941

| Dwelling No. | Name of tenant | Date vacated | Reason for vacating | Location after moving | | | |
|-----------------|-------------------|-----------------|------------------------|---------------------------------|-----------------------------|--------------------------------|-----------------------------------|
| | | | | Off develop- ment site | On development site | | |
| (1) | (2) | (3) | (4) | (5) | Dwell- ing No. (6) | No. of bed- rooms (7) | Monthly shelter rent (8) |
| 1 16 | JOHN CLARK | 6/25/41 | LEFT THE LOCALITY | ✓ | | | |
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Remarks :

Signed John Doe Title Housing Manager Date 6/30/41

Instructions for Preparing Notice of Premises Vacated

Notice of Premises Vacated, FWA Form No. DHM-12, is to be used to record information pertaining to all vacancies which occur in each development during each month. This form is to be closely associated with the Tenant Record Form, since tenants' cards will remain in the active file and the families will be considered as actually living on the site until Notice of Premises Vacated is received. The original and one carbon copy of this form should be forwarded monthly to the Washington office, and one carbon copy must be retained in the Manager's files.

It is essential that the Manager's files contain a Notice of Intent to Vacate signed by the tenant and witnessed by a staff member, and completed by the Manager or designated assistant (see page C.060), for each tenant moving from the development or from one dwelling to another within the development, and that the *date vacated recorded on these two forms be exactly the same*. Notices of Premises Vacated will be transmitted to the General Accounting Office, and auditors will review both forms in conjunction with the examination of the Management accounts.

Column 1, Dwelling Number.—The dwelling numbers of the units vacated during the month covered by the report should be indicated in column 1. These dwelling numbers are sometimes called "account numbers."

Column 2, Name of Tenant.—Enter in column 2 the names of the tenants who vacated the dwelling units listed in column 1.

Column 3, Date Vacated.—The respective dates on which the dwelling units listed in column 1 were vacated should be shown in column 3. If a particular dwelling is vacated twice during a calendar month, entries must be made on separate lines with the proper dates in order that the corresponding cards for the project tenants may be identified in the master file. A Tenant Record form must be prepared for the family which moves in even though such family vacates during the same month.

Column 4, Reason for Vacating.—The specific reason for vacating must be entered in each case in column 4. The following standard specifications should be reported when applicable, for families moving to other dwellings within the development:

- a. Required larger unit.
- b. Required smaller unit.

For families who move out of the development, record one of the following standard classifications if applicable; if none of these is appropriate, record the specific nature of the reason for vacating:

- c. Buying a home.
- d. Renting privately owned dwelling.
- e. Left the locality.
- f. Management's Request—no longer engaged in defense activity.
- f. Management's request—nonpayment of rent.

Columns 5 Through 8, Location After Moving.—Entry must be made either in column 5 or in columns 6, 7, and 8 for each tenant who moves during the month to indicate whether the family has moved out of the development or has changed quarters within the development. If a tenant moves off the development site, a check should be made in column 5. If, however, the tenant moves from one dwelling unit on the site to another, the dwelling number of the new unit must be entered in column 6; the number of bedrooms and the monthly shelter rent paid in the new quarters should be entered in columns 7 and 8. For families moving from one unit to another in the same development, it is necessary to prepare a new FWA Form DHM 11, Tenant Record, marking it as a supplementary report in the upper right corner.

The report must be signed with the name and title of the Housing Manager or designated assistant, and dated as of the date the report was compiled.

FWA Form DHM 13

FEDERAL WORKS AGENCY
Division of Defense Housing
Washington, D. C.

NORTH CAROLINA 31-9

(State) (Development No.)

NOTICE OF CHANGE IN RENTAL CHARGE

SUMMERVILLE, NORTH CAROLINA

(Locality)

Month of JUNE, 1941

| Dwelling No. (1) | Name of Tenant (2) | Previous Rental Charge (3) | Present Rental Charge (4) | Date Present Rate Effective (5) | Reason for Change (6) |
|------------------------|-----------------------|-------------------------------------|------------------------------------|--|--------------------------------|
| 1 68 | GEORGE BOND | 25.00 | 30.00 | 7/1/41 | LODGER ADDED SS-063-03-7782 |
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Remarks

Signed _____ Title _____ Date _____

Instructions for Preparing Notice of Change in Rental Charge

Notice of Change in Rental Charge, FWA Form DHM 13, is to be used to record information on all changes in the rental charge for dwellings occupied by project tenants which occur during each month. This form is to be closely associated with the Tenant Record, since tenants will be considered as obligated to pay the rent reported on that form until a Notice of Change in Rental Charge is received. The original and one carbon copy of this form should be forwarded at the end of each month to the Federal Works Agency, Division of Defense Housing, Washington, D. C. Carbon Copies may be retained in the Housing Manager's files.

Column 1, Dwelling Number—The dwelling numbers of the units occupied by tenants whose rental charge has been changed during the month covered by the report should be indicated here. These dwelling numbers are sometimes called "account numbers."

Column 2, Name of Tenant—Enter in column 2 the names of the tenants occupying the dwelling numbers listed in column 1 whose rental charge has been changed.

Column 3, Previous Rental Charge—Record the shelter rent, including charges for any lodgers, previously reported for this tenant.

Column 4, Present Rental Charge—Enter the new shelter rent, including charges for any lodgers, which the tenant is now obligated to pay.

Column 5, Date Present Rent Effective—Enter the date upon which the new rental charge became effective.

Column 6, Reason for Change—Shelter rents will be changed for two general reasons:

1. Change in Tenant Income:

a. Increase in Tenant income by reason of increased earnings of wage earners, to be reported as "Incre. Inc. \$ to \$ (SS No.)."

b. Decrease in Tenant income by reason of decreased earnings of wage earners, to be reported as "Decr. Inc. \$ to \$ (SS No.)."

2. Change in number of lodgers:

a. Addition of lodger, to be reported as "Lodger added (SS No.)."

b. Removal of lodger, to be reported as "Lodger moved out (SS No.)."

Enter Social Security numbers of lodgers who have been added or have moved out. When an increase or decrease in Tenant income is due partly or wholly to the employment of an additional wage earner or to the loss of employment by a former wage earner, enter the Social Security number of the individual concerned.

Forms for Local Use

Following are the basic forms for use in tenant selection and renting. Supplies of the "Application for a Dwelling," the "Reexamination of Defense Activity and Income," the "Certification of Defense Activity and Income Data," Form FWA DHM 1, the "Rental Certificate," and the "Occupancy Record" may be obtained upon requisition from the Washington office. All other forms illustrated are to be mimeographed or otherwise inexpensively reproduced locally.

Form letters for use during tenant selection and renting, as well as additional forms and work sheets included in this manual may be required. Such forms are to be composed and reproduced locally.

REGISTRATION

Please notify me when I may file an application for a dwelling in

DEFENSE HOMES

SMITH TOWN, OHIO

(Name of Project)

Name JOHN JONES Race WHITE
(First Name) (Last Name)

Present Address 22 WYATT LANE

Name of Employer H. R. JOHNSON CO.

Occupation MACHINIST Rate of Pay \$ 1.00 per Hour

FILL OUT AND RETURN TO H. R. JOHNSON CO.
(Authority)

Address 20 S. MAIN ST Telephone 400

REGISTRATION FORM

In Defense Housing Developments in which there are 300 or more dwelling units, it may be advisable to make available for distribution registration forms like the above to organizations of employees, the Homes Registration office, and industrial concerns engaged in defense activity. Application blanks can be sent to persons who have registered an interest in obtaining a dwelling as soon as management is ready to start its program of tenant selection.

APPLICATION FOR A DWELLING DEFENSE HOUSING DEVELOPMENT

DEFENSE HOMES
30 NORTH AVENUE
SEAWAY, VA.

Fill in this application and bring it in person to:

SS-062-05-6123 (Please print)

Name JONES JAMES T
(Last name) (Given name) (Initial)
Local address 40 WAYNE STREET
How long have you lived in this locality? 2 MONTHS
Permanent home address (street and number) 260 HOME STREET
City RICHMOND State VIRGINIA

Give information below for all persons who are to live with you, including yourself:

| Name | Relationship to family head (state kinship or "lodger") | Age | Name of plant or employer | Occupation | Date employed or to be employed | Wage rate | Normal workweek hours |
|--------------------------|---|-----------|-------------------------------|---------------------|---------------------------------|----------------------|-----------------------|
| 1. <u>James T. Jones</u> | <u>Head</u> | <u>42</u> | <u>Sun Shipbuilding Corp.</u> | <u>Shipfitter</u> | <u>5/1/41</u> | <u>1.50 hr.</u> | <u>40</u> |
| 2. <u>Joan Jones</u> | <u>Wife</u> | <u>40</u> | | <u>Housewife</u> | | | |
| 3. <u>Clara Jones</u> | <u>Daughter</u> | <u>19</u> | <u>Sun Shipbuilding Corp.</u> | <u>stenographer</u> | <u>8/1/41</u> | <u>30.00 per wk.</u> | <u>38</u> |
| 4. <u>Mary Jones</u> | <u>Daughter</u> | <u>16</u> | | <u>at school</u> | | | |
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| 6. | | | | | | | |
| 7. | | | | | | | |
| 8. | | | | | | | |
| 9. | | | | | | | |

CERTIFICATE: I understand that this is not a contract and that it does not bind either party. I hereby certify that the information which I have given above is correct to the best of my knowledge and belief. I have no objection to inquiries for the purpose of verifying this information.

Date July 1, 1941

Signed

James T. Jones.

Do not write in this box

| | | | | | |
|--|------------------------------|---------------------------------------|-----------|--|----------------|
| Name <u>JAMES T. JONES</u> | | Appl. No. <u>25</u> | | | |
| No. | Plant or industry | Per hour | No. hours | Income | Household |
| <u>1</u> | <u>SUN SHIPBUILDING CORP</u> | <u>1.00</u> | <u>40</u> | <u>40.00</u> | <u>2000.00</u> |
| | | | | | |
| | | | | | |
| | | | | | |
| Eligible <input checked="" type="checkbox"/> Ineligible <input type="checkbox"/> Unit size required <u>2 BEDROOM</u> | | Total household income <u>2000.00</u> | | | |
| Priority <u>FROM OTHER LOCALITY</u> | | Rent <u>30.00</u> | | Additional charge for lodgers <u>—</u> | |
| | | Total <u>30.00</u> | | | |
| By <u>John Doe, Housing Manager</u> | | Date <u>7/7/41</u> | | | |

Describe your present housing conditions (rental charge; whether trailer, home with inside toilet, etc.; living with another family temporarily; boarding alone, etc.):

I am paying 10 per week for one room in a boarding house. I share the use of an inside toilet with 5 other people.

Instructions for Preparation of Application for a Dwelling Form DHM 7

The application for a dwelling form should be stamped with the rubber stamp giving the name of the development and the location of the management or application office.

All the items on the form are to be filled in by the applicant with the exception of those in the box in the upper right corner. In addition to the items asked, whenever possible the applicant should be asked to give the social security numbers for the persons employed as well as work or check numbers. This information can be filled in, in the space immediately to the left of the name of the individual member of the family.

In filling in the items in the box in the upper right corner, observe the following instructions:

Item 1, Name—Enter the first and last name of the head of the applicant family. The person who will sign the lease and/or who is principal wage earner should be considered head of a family.

Item 2, Application Number—Enter here the number which has been listed on the application register.

Item 3, No.—Enter here the line number which coincides with the line number on which the name of the member of the family occurs in the lower left hand corner of the form.

Item 4, Plant or Industry—Enter here the name of the employer or of the plant in which he is employed such as "Lockheed Aircraft," etc. When the employer is the Federal Government, report the branch of the Government and the specific establishment or place of employment.

Item 5, Rate of Pay per Hour—Enter here the hourly rate of pay received by the employee.

Item 6, No. of Hours—Enter here the number of hours worked during a normal hour week. See statement on computing normal hourweek on page 5.

Item 7, Income—Enter here the income per week arrived at by multiplying the hourly rate by the number of hours in the normal hourweek. If the applicant works on a piece-work or production-bonus basis use average total weekly income.

Item 8, Household—Because it is no longer necessary to compute the household income this space can be used for recording the annual income arrived at by multiplying the weekly rate by 50 weeks.

Item 9, Eligible—Check here if applicant is eligible.

Item 10, Ineligible—Check here if applicant is ineligible.

Item 11, Unit Size Required—Enter here size of dwelling unit required for number in applicant family in keeping with occupancy standards as stated on page C.017.

Item 12, Priority—Enter here priority to which applicant is entitled in keeping with statement on page C.031.

Item 13, Total Household Income—Enter here annual income figure for principal wage earner as computed in Item 8.

Item 14, Rent—Enter here the amount of rent the applicant will be asked to pay based on his annual income.

Item 15, Additional Charge for Lodger—Enter here the amount, figured on the basis of \$5 per month per lodger, which the tenant must pay in addition to rent figure given in Item 14.

Item 16, Total—Enter here total of Items 14 and 15.

Item 17, By—Enter here name of person filling in form.

Item 18, Date—Enter here date on which record is compiled.

No information should be recorded in the box in the upper right corner until the form Certification of Defense Activity and Income, FWA DHM 1, has been returned to the Management Office by the employer. The date for Items 3, 4, 5, 6, 7, and 8 should be obtained from this form.

APPLICATION REGISTER

| Final Action | Classification | | Name and Address | App. No. | Date |
|--------------|----------------|---------|--------------------------------|-------------|------|
| | Elig. | Inelig. | | | |
| LEASE SIGNED | ✓ | | JAMES T. JONES 40 WAYNE ST. | 25 | 7/1 |
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Instructions for Use of Application Register

When the application for a dwelling, Form DHM-7, is received in the application office it should be recorded on the Application Register. Entries should be made showing the date of application, the surname of the head of the applicant family, and the next consecutive application number should be assigned.

If, on the basis of the information submitted on the application form, it is clear that the applicant family is not eligible, a check should be placed under the ineligible column. If it appears that the applicant family may be classified as eligible, no check should be placed under classification.

After the defense activity and income verification has been received, a check can be placed under the eligible or ineligible section, as the case may be.

In the space under the head "final action" should be recorded the final disposition of what has been taken on the application; such as lease signed, change of employment, or application withdrawn.

F.W.A. No. DHM-1

FEDERAL WORKS AGENCY
Defense Housing Division
Washington, D. C.

DEFENSE HOMES
30 NORTH AVENUE
SEAWAY, VA.

FEDERAL WORKS ADMINISTRATOR

By John Doe
HOUSING MANAGER.

Certification of Defense Activity and Income Data

DEFENSE HOMES
Name of Development SEAWAY, VIRGINIA
Name of Employee JAMES T. JONES - SS. 062-05-6123
Name of Plant SUN SHIPBUILDING CORP
Date of Employment 5/1/41
Position SHIPFITTER
Rate of Pay \$ 1 00 per HOUR
Address (on employment record) 40 WAYNE STREET

I hereby certify that the above statement is true.

Signed _____

Title _____

Date _____

**Instructions for Preparation of Certification
of Defense Activity and Income Data Form**

The form for Certification of Defense Activity and Income Data, DHM 1, should be made up immediately after an application number has been assigned and an application folder has been prepared. The forms should be stamped with a rubber stamp giving the name of the development and the name of the locality. The name of the employee and the name of the plant at which he is employed, together with the work or check number and employee's social security number if they have been obtained at the time application was filed.

These forms should be made out in duplicate. One is to be filed in the application folder and the other is to be filed by the plant or employer. At frequent periodic intervals this second file should be reviewed, and if there is a substantial number of forms for any one plant, those should be mailed (see sample form letter to employers) or taken to the employer where they will be completed in accordance with arrangements which have been made previously. Every effort should be made to have these forms completed within two weeks after the application for a dwelling has been filed.

In addition to the information requested on the form, arrangements should be made to request the number of hours in the normal workweek (excluding overtime).

**Sample Form Letter To Be Sent to Employees With Form for
Certification of Defense Activity and Income Data**

Gentlemen:

The family of your employee identified on the enclosed form has applied for a dwelling in the defense housing development in this locality.

It is necessary for us to have verification of the employment of a member of this family by an organization participating in defense activity. It is necessary also for us to have the rate of pay per hour or per week. Although the question is not listed on this form, we would like to have from you a statement of the normal hourweek for this employee.

We are asking your cooperation in furnishing us with this confidential information as indicated on our form.

Sincerely yours,

Local Defense Housing Development.

Enclosure

FEDERAL WORKS AGENCY
Division of Defense Housing
Washington, D. C.

REEXAMINATION OF DEFENSE ACTIVITY AND INCOME

Give information indicated below for yourself and all persons now living with you:

Address: _____

| Name | Relationship to Head of Family | Employer or Plant | Occupation | Rate of pay | Number hours in normal work-week |
|------|---|-------------------|------------|-------------------|---|
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The information given above is submitted in accordance with Article ____ of my lease. I hereby certify that it is true and correct to the best of my knowledge and belief. I have no objection to inquiries for the purpose of verifying this information.

Signed: _____ Date: _____

DO NOT WRITE BELOW THIS LINE

Defense activity of principal wage earner: _____ Lodgers: _____

Earned income of principal wage earner -- Actual: _____ Hshld.: _____

Earned income of other wage earners - - Actual: _____ Hshld.: _____
Total Household Income: _____

Present Rental Charge: _____ New Rental Charge: _____

Additional Charge for Lodgers: _____ Additional Charge for Lodgers: _____

Total _____ Total _____

Remarks: _____

Signed: _____ Date: _____

Federal Works Administrator
Defense Housing Division
Washington, D. C.

RENTAL CERTIFICATE

Date 7/5/41

Mr. JAMES T. JONES, Mrs. JOAN JONES, and sons, ages _____
daughters, ages CLARA 14 * MARY 16, and
others NONE

have been approved to lease a dwelling of not less than 2 rooms
or more than 3 rooms, at a monthly rental of \$ 30⁰⁰.

John Doe
(Housing Manager)

Appointment date 7/7/41Premises rented -- Address 10 EAST NORTH AVE Unit No. 20No. rooms 2 BED ROOMS Rent \$ 30⁰⁰ Occupancy Date 8/1/41

Remarks: _____

By John Doe Date 6/7/41

Instructions for Preparation of Rental Certificate Form

The Rental Certificate Form should be made out in duplicate after the verification of defense activity and income data form has been returned by the employer and on the basis of this evidence the applicant family is declared eligible. A check should be made on the Application Register in the section under the heading "eligible." The name of the applicant and the information about the children which has been obtained from the application form should be listed together with the size dwelling and the amount of monthly rental which the family will be asked to pay. One form should be sent to the family with a form letter (see sample copy below). The second copy is to be returned to the rental office and is to be filed by date of appointment which has been made with the family at which time it is to select a dwelling.

As families come in to select a dwelling this duplicate rental certificate is to be removed from the file, so that the certificates that remain in the file at the end of each day will indicate which families have failed to keep their appointments. Families who fail to keep their appointments to select a dwelling and who fail to notify the office within a reasonable length of time of reasons why they did not come in, should be sent a second notice.

If they do not respond to the second notice they should be notified that their rental certificate has been canceled. This action constitutes withdrawal of the application and should be so recorded.

Form Letter To Be Sent to Families Accepted for Leasing

Dear Sir:

We are pleased to inform you that your application for a dwelling in our defense housing development has been approved.

Enclosed you will find a copy of the Rental Certificate which gives information about the number of rooms in the dwelling for which you are eligible, as well as the monthly rental charge you will be asked to pay.

Please call at our office at (address) on (date) to select your dwelling and sign your lease, and to make definite arrangements for moving. A deposit of \$ will be required when the lease is signed. The amount of this deposit will be applied on your first month's rent.

If you cannot come to the office on this date, please notify us and we shall be glad to make another appointment at a more convenient time.

If you are no longer interested in obtaining a dwelling in our development, please notify us immediately so that another family may be selected in your place.

Sincerely yours,

Housing Manager.

Instructions for Preparing Notice of Intent to Vacate

Families notifying the Management of their intent to vacate a dwelling, whether they are moving out of the development or merely from one dwelling to another within the development, are required to fill in and sign a "Notice of Intent to Vacate" form in duplicate. The tenant's signature must be witnessed by a staff member other than the Manager.

The data called for on the lines below the tenant's signature are to be filled in by the Housing manager. One copy of the completed form is to be transmitted to the accountant; the other is to be filed in the tenant's folder along with the application for a dwelling, the lease, and other documents.

This form is to be closely associated with the "Notice of Premises Vacated" (see page 28), and it is essential that the dates coincide, inasmuch as these forms will be examined in conjunction with the periodic audit of the Management's accounts. It is likewise essential that detailed, specific reasons be recorded in each instance where less than 15 days' notice of intent to vacate has been accepted by the Manager.

Federal Works Agency
Division of Defense Housing
Washington, D. C.

Account No. _____

Noted by _____

Date 6/10/41

NOTICE OF INTENT TO VACATE

To the MANAGEMENT:I, John Clark, hereby serve notice of my intent to vacatDwelling No. 6, 33 West North Street on th
25th day of June, 1941.Witness: Mary Anson John Clark TenantThe above tenant occupied the premises from 3/1/41 to 6/25/41Reason for vacating: Left the locality

Reason for acceptance of less than 15 days' notice: _____

John Doe
Housing Manager

INSTRUCTIONS ON USE OF OCCUPANCY RECORD

The Occupancy Record form is self-explanatory. Two types are suggested. The card-file type is to be used by developments where there are less than 300 dwelling units. The visible index type is to be used in developments where there are more than 300 dwelling units.

MASTER MOVING SCHEDULE

Week beginning[illegible]

Appendix A

ESTABLISHMENT OF CITIZENS REVIEW COMMITTEES

This manual has been designed to inform Housing Managers of Defense Housing Developments of the policies and procedures to be followed in tenant selection and renting. It is recognized that a manual of this kind cannot cover all the many different situations which will arise in connection with doing this part of the management. In the area of determining priority and particularly in some instances in income computation, managers may have to exercise discretion and decide to follow a procedure which is different from that prescribed in this manual. When these situations present themselves it may be advisable for the Manager to obtain the assistance of representative citizens in the locality to help him in reaching a sound decision.

This help is obtained best through the establishment of a Citizens Review Committee which would serve in an advisory capacity to the Manager in helping him to establish procedures to be followed in solving specific problems.

The committee should be made up of from 3 to 7 persons who would meet at the invitation of the Manager for a systematic review of the facts in a particular situation.

The Manager should exercise discretion in choosing the members of his committee to see that the different elements in his community are represented. It is suggested that the committee may be made up from persons in the following groups:

- Representatives of Civic and Fraternal Groups,
- Personnel Directors,
- Trade Unions,
- School Administrators,
- Ministers,

and other individuals who, though not affiliated with any one of the above groups, by reason of their special skill or background, would be in a position to contribute valuable counsel.

Citizens Review Committees should be established only when there is a need for them and should, if properly used, help the Housing Manager to expedite the work of tenant selection and renting, and also be of real value in serving as an excellent channel through which the policies and procedures of the local defense housing developments are made known to the people of the community.

FWA-Form DHM 3
3-31-41FEDERAL WORKS AGENCY
DEFENSE HOUSING DIVISION
Washington, D.C.

DWELLING LEASE

(For Army Civilian Personnel and for Industrial Workers)

Federal Works Administrator

Washington, D. C.

By John Jones, Housing Manager
Management

Defense Homes, Summerville, North Carolina
Development
Development No. 32-4
Dwelling 6
Lease No. 21

THIS LEASE, made the 1st day of July, 19 41, by and between the United States of America (herein called the "Landlord") and James Smith (herein called the "Tenant") WITNESSETH that the Landlord, relying upon the representations and certifications of the Tenant, set forth herein and in his signed application, as to his household composition, employment in defense activity, household income data and housing data, does hereby let and demise unto the Tenant and the Tenant hereby hires and takes, for the considerations and upon the terms, conditions and covenants hereinafter provided, the following described premises Dwelling 6 at # 30 East North Avenue consisting of 4 rooms and bath (herein called the "premises") to be occupied exclusively as and for a private residence by the Tenant and his family, and by eligible lodgers of the Tenant when authorized by the Management, and not otherwise, for the term of one calendar month beginning on the first day thereof and ending at midnight on the last day thereof, at the rental of \$ 30.00 for said term payable in advance on the first day thereof.

The Tenant shall have the right to occupy the premises during the period from June 15, 1941 to the commencement of the term hereof under and subject to the same terms and conditions as are set forth in this Lease except that the rent for such period shall be an amount equal to the product of the number of days of actual occupancy multiplied by one-thirtieth of the monthly rent herein above stipulated and shall be payable in advance on the first day of such period.

The Landlord and Tenant hereby covenant, each with each other, as follows:

- | | |
|-----------------------|---|
| Covenant to pay rent. | 1. The Tenant covenants and agrees punctually to pay the rent under this Lease and under any and all renewals thereof, as and when the same shall become due and payable. |
| Utility charges. | 2. The Tenant covenants and agrees punctually to pay, as additional rent, when billed, for water, electricity, gas, or other utilities supplied by the Landlord at such rates as the Landlord may from time to time establish, such rates to be calculated on the basis of the total cost (as determined by the Landlord) of supplying such utilities for the entire development divided by the number of family dwelling units therein; provided, however, that in the event the premises are individually metered, such rates shall be calculated on the basis of the cost (as determined by the Landlord) of supplying such utilities to the premises. In the event and to the extent that water, heat, or utilities are not supplied by the Landlord, the foregoing provisions shall not apply. |
| Miscellaneous charges | 3. The Tenant further covenants and agrees to pay, when billed, for any miscellaneous charges and for any damage to the premises or equipment therein resulting from negligence of or |

- 2 -

misuse by the Tenant, his family, lodgers, or visitors; and in the event he is delinquent for five days or more in the payment of any rent or other charges, to pay an additional charge of fifty cents to cover extra management costs.

Automatic
renewal.

4. Unless terminated as herein provided, this Lease shall be automatically renewed for successive terms of one calendar month each, under and subject to the same terms and conditions as are set forth in this Lease, except that the rent for any such term shall be such amount as may be determined by the Landlord in accordance with the Schedule of Household Income and Monthly Shelter Rent forming part of this Lease, using as a basis the Tenant's household income; provided that any variance from the amount paid as rent for the term immediately preceding shall not be effective unless the Landlord shall have notified the Tenant of such variance prior to the commencement of the term for which it is to be effective.

Termination
without cause.

5. The Landlord may terminate this Lease, or any renewal thereof, without cause, upon any day during any such term, by giving the Tenant not less than thirty days prior notice in writing. The Tenant may terminate this Lease, or any renewal thereof, without cause, upon any day during any such term upon not less than fifteen days prior notice in writing to the Landlord or upon such shorter notice as may be acceptable to the Management. In the event the premises shall be so damaged by fire or other casualty as to be untenable, this Lease, or any renewal thereof, shall thereupon terminate. In the event this Lease, or any renewal thereof, shall be terminated pursuant to any of the provisions of this paragraph 5, then such portion of the rent for the full term theretofore paid by the Tenant as represents rent for the period from the date of termination to and including the last day of the calendar month (calculated by multiplying the number of days in each period by one-thirtieth of the rent above stipulated) shall be deemed an excess payment of rent by and shall be refunded to the Tenant provided the Tenant has paid in full all rent and other charges then due and has otherwise fulfilled all his obligations under this Lease or any such renewal thereof.

Termination
for cause.

6. Any failure by the Tenant punctually to pay any rent or other charges when due shall, at the option of the Landlord, terminate all rights of the Tenant hereunder; and thereupon the Landlord, its representatives, agents, or assigns, shall have the right, without further demand or notice, to re-enter and take possession of, by force or otherwise, the premises, and shall have a like right and remedy upon the breach by the Tenant of any covenant or condition herein set forth. The Tenant hereby waives any and all notice and demand by the Landlord for possession of the premises and agrees that upon any such failure or breach, the Landlord, or its representatives, may immediately re-enter the premises and dispossess the Tenant without legal notice or the institution of any legal proceedings whatever.

Deposit.

7. The Tenant agrees to deposit with the Landlord the sum of one dollar each month during the first ten months of his occupancy of the premises to assure payment for the cost of any keys lost by the Tenant or for other charges against the Tenant, and further to assure fulfillment of the obligation of the Tenant to leave the premises clean and presentable upon the surrender thereof, such deposit to be refunded upon such surrender provided the Tenant has paid in full all rent and other charges then due and has (a) washed all walls and ceilings considered washable by the Management, and cleaned all other surfaces within one week prior to such surrender; (b) cleaned all floors thoroughly on the day of such surrender; (c) cleaned all bathroom and kitchen fixtures thoroughly; and (d) cleaned the sinks, range, refrigerator, and kitchen cupboards and cabinets thoroughly. Otherwise

- 3 -

the Tenant shall forfeit this deposit.

No assignment
or sub-lease.

8. The Tenant shall not assign this Lease, nor sublet or transfer possession of the premises or any part thereof, nor give accommodations to boarders, roomers, or lodgers except as shall be approved by the Management.

Care and
maintenance of
premises.

9. The Tenant shall (a) assist and cooperate with the Management in the care and maintenance of the premises; (b) keep the premises clean, sanitary and orderly; (c) comply with the Conditions of Occupancy set forth in this Lease; (d) comply with all rules, regulations, standards and management policies as may now or hereafter be applicable to said premises; and (e) quit and surrender the premises at the expiration of his term, in good order and repair, reasonable wear and tear excepted.

Landlord's right
of entry

10. The Landlord, its representatives, agents, servants and employees, shall have the right to enter upon the premises at all reasonable hours for the purpose of inspecting the same or to make such repairs, additions, or alterations as may, in the judgment of the Landlord, its representatives, agents, servants or employees, be deemed necessary or desirable, or to show the premises, or for the purpose of removing placards, signs, fixtures, alterations or additions in the premises placed there without authority of the Landlord.

Tenant's submission
of data.

11. At such times as the Landlord may request, the Tenant shall submit a signed statement, in form satisfactory to the Landlord, setting forth the then pertinent facts as to the Tenant's household composition, employment in defense activity and household income.

Possession of
premises.

12. The Landlord covenants and agrees that the Tenant shall have quiet and peaceable enjoyment of the premises. But the Landlord shall not be liable for failure to supply water, heat, or utility services where such are contemplated to be supplied by the Landlord.

Liability of
the Lessor.

13. The Tenant hereby expressly releases the Landlord, its representatives, agents, servants and employees (including the Management) from liability for any injury to the Tenant or the members of his household or for any damage to or loss of the property of the Tenant or the members of his household, resulting from any cause whatsoever, excepting only any such injury or damage resulting from the wilful act of the Landlord, its representatives, agents, servants or employees (including the Management). The Tenant hereby agrees to indemnify the Landlord, its representatives, agents, servants and employees (including the Management) for any liability of any of them for injury to persons or damage to property occurring on the premises or arising out of the Tenant's occupancy or possession of the premises, whether such injury or damage shall result from defects latent or patent in respect of the premises, and whether or not the Landlord, its representatives, agents, servants, or employees (including the Management) knows of such defects at the time of execution of this Lease and then or subsequently fails to disclose to the Tenant the existence of such defects.

Notice.

14. Any notice required by law or otherwise shall be deemed sufficiently given if delivered to the Tenant personally or affixed to the door of the premises or sent by mail to the premises. Notice to the Landlord must be in writing and delivered to the Management Office.

Management.

15. The term "Management", as used herein, shall mean John Jones, Acting Manager which, for the purposes of this Lease, is the representative and agent of the United States of America and duly authorized to act on its behalf.

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Members of
Congress.

16. No Member of or Delegate to the Congress shall be admitted to any share or part of this contract or agreement, or to any benefit to arise therefrom.

Certification.

17. By executing this Lease, the Tenant certifies that there has been no material or substantial change in his household composition, employment in defense activity, household income data and housing data as set forth in his signed application, since the date of submission of such application to the Landlord.

This Lease (including the Schedule of Household Income and Monthly Shelter Rent and the Conditions of Occupancy) and the rules, regulations, standards and management policies referred to in paragraph 9 hereof evidence the entire agreement between the Landlord and the Tenant, and no modification thereof shall be valid unless in writing and signed by the Management.

James Smith
Tenant

Tenant

In the presence of:

Mary Anson

UNITED STATES OF AMERICA

By

John Jones
Housing Manager
Title

FWA-Form DHM 4
3-31-41FEDERAL WORKS AGENCY
DEFENSE HOUSING DIVISION
Washington, D. C.DWELLING LEASE
(For Army Enlisted Personnel)

FEDERAL WORKS ADMINISTRATOR

WASHINGTON, D. C.

B. Thomas Day, Housing Manager
MANAGEMENTFort Practice Smithtown, North Carolina
DEVELOPMENTDEVELOPMENT No. 32-10
DWELLING 8
LEASE No. 44

THIS LEASE, MADE THE 1 DAY OF Sept., 1941, BY AND BETWEEN THE UNITED STATES OF AMERICA (HEREIN CALLED THE "LANDLORD") AND Sergeant James T. Flood (HEREIN CALLED THE "TENANT") WITNESSETH THAT THE LANDLORD, RELYING UPON THE REPRESENTATIONS AND CERTIFICATIONS OF THE TENANT, SET FORTH HEREIN AND IN HIS SIGNED APPLICATION, AS TO HIS HOUSEHOLD COMPOSITION, AND EMPLOYMENT IN DEFENSE ACTIVITY, DOES HEREBY LET AND DEMISE UNTO THE TENANT AND THE TENANT HEREBY HIRES AND TAKES, FOR THE CONSIDERATIONS AND UPON THE TERMS, CONDITIONS AND COVENANTS HEREINAFTER PROVIDED, THE FOLLOWING PRESCRIBED PREMISES

Dwelling # 8 at # 16 Parade View
CONSISTING OF 4 ROOMS AND BATH (HEREIN CALLED THE "PREMISES") TO BE OCCUPIED EXCLUSIVELY AS AND FOR A PRIVATE RESIDENCE BY THE TENANT AND HIS FAMILY, AND BY ELIGIBLE LODGERS OF THE TENANT WHEN AUTHORIZED BY THE MANAGEMENT, AND NOT OTHERWISE, FOR THE TERM OF ONE CALENDAR MONTH BEGINNING ON THE FIRST DAY THEREOF AND ENDING AT MIDNIGHT ON THE LAST DAY THEREOF, AT THE RENTAL OF \$ 34.50 FOR SAID TERM PAYABLE IN ADVANCE ON THE FIRST DAY THEREOF.

THE TENANT SHALL HAVE THE RIGHT TO OCCUPY THE PREMISES DURING THE PERIOD FROM Aug. 20, 1941 TO THE COMMENCEMENT OF THE TERM HEREOF, UNDER AND SUBJECT TO THE SAME TERMS AND CONDITIONS AS ARE SET FORTH IN THIS LEASE EXCEPT THAT THE RENT FOR SUCH PERIOD SHALL BE AN AMOUNT EQUAL TO THE PRODUCT OF THE NUMBER OF DAYS OF ACTUAL OCCUPANCY MULTIPLIED BY ONE-THIRTIETH OF THE MONTHLY RENT HEREIN ABOVE STIPULATED AND SHALL BE PAYABLE IN ADVANCE ON THE FIRST DAY OF SUCH PERIOD.

THE LANDLORD AND TENANT HEREBY COVENANT, EACH WITH EACH OTHER, AS FOLLOWS:

Covenant to pay
rent.

1. THE TENANT COVENANTS AND AGREES PUNCTUALLY TO PAY THE RENT UNDER THIS LEASE AND UNDER ANY AND ALL RENEWALS THEREOF, AS AND WHEN THE SAME SHALL BECOME DUE AND PAYABLE.

Utility services.

2. THE RENT RESERVED HEREIN SHALL ADDITIONALLY BE DEEMED AS PAYMENT FOR THE TENANT'S PRO RATA SHARE OF THE COST OF WATER, HEAT, OR UTILITIES SUPPLIED BY THE LANDLORD FOR THE ENTIRE DEVELOPMENT DURING THE TERM OF THIS LEASE OR OF ANY RENEWAL THEREOF (OR FOR SUCH UNITS THEREIN AS ARE OCCUPIED BY ENLISTED PERSONNEL OF THE UNITED STATES ARMY, AS THE CASE MAY BE) AS ESTIMATED BY THE MANAGEMENT PRIOR TO THE COMMENCEMENT OF SUCH TERM. IN THE EVENT THE ACTUAL COST OF SO SUPPLYING SUCH WATER, HEAT OR OTHER UTILITIES EXCEEDS THE COST SO ESTIMATED, THE TENANT SHALL BE LIABLE, AND HEREBY AGREES PUNCTUALLY TO PAY WHEN BILLED, FOR HIS PRO RATA SHARE OF THE DIFFERENCE BETWEEN SUCH ACTUAL COST AND SUCH ESTIMATED COST, AS DETERMINED BY THE LANDLORD.

IN THE EVENT AND TO THE EXTENT THAT WATER, HEAT, OR UTILITIES ARE NOT SUPPLIED BY THE LANDLORD, THE FOREGOING PROVISIONS SHALL NOT APPLY.

Miscellaneous
charges.

3. THE TENANT FURTHER COVENANTS AND AGREES TO PAY, WHEN BILLED, FOR ANY MISCELLANEOUS CHARGES AND FOR ANY DAMAGE TO THE PREMISES OR EQUIPMENT THEREIN RESULTING FROM NEGLIGENCE OF OR

- 2 -

MISUSE BY THE TENANT, HIS FAMILY, LODGERS, OR VISITORS; AND IN THE EVENT HE IS DELINQUENT FOR FIVE DAYS OR MORE IN THE PAYMENT OF ANY RENT OR OTHER CHARGES, TO PAY AN ADDITIONAL CHARGE OF FIFTY CENTS TO COVER EXTRA MANAGEMENT COSTS.

Automatic renewal. 4. UNLESS TERMINATED AS HEREIN PROVIDED, THIS LEASE SHALL BE AUTOMATICALLY RENEWED FOR SUCCESSIVE TERMS OF ONE CALENDAR MONTH EACH, UNDER AND SUBJECT TO THE SAME TERMS AND CONDITIONS AS ARE SET FORTH IN THIS LEASE.

Voluntary termination. 5. THE LANDLORD MAY TERMINATE THIS LEASE, OR ANY RENEWAL THEREOF, WITHOUT CAUSE, UPON ANY DAY DURING ANY SUCH TERM BY GIVING THE TENANT NOT LESS THAN THIRTY DAYS PRIOR NOTICE IN WRITING. THE TENANT MAY TERMINATE THIS LEASE, OR ANY RENEWAL THEREOF, WITHOUT CAUSE, UPON ANY DAY DURING ANY SUCH TERM UPON NOT LESS THAN FIFTEEN DAYS PRIOR NOTICE IN WRITING TO THE LANDLORD, OR UPON SUCH SHORTER NOTICE AS MAY BE ACCEPTABLE TO THE MANAGEMENT. IN THE EVENT OF A CHANGE IN THE TENANT'S OFFICIAL DUTY STATION OR IN THE EVENT OF HIS SEPARATION FROM THE SERVICE OF THE UNITED STATES, THIS LEASE, OR ANY RENEWAL THEREOF, SHALL TERMINATE UPON THE DATE THE TENANT SHALL VACATE THE PREMISES. IN THE EVENT THE PREMISES SHALL BE SO DAMAGED BY FIRE OR OTHER CASUALTY AS TO BE UNTENANT-ABLE, THIS LEASE, OR ANY RENEWAL THEREOF, SHALL THEREUPON TERMINATE. IN THE EVENT THIS LEASE, OR ANY RENEWAL THEREOF, SHALL BE TERMINATED PURSUANT TO ANY OF THE PROVISIONS OF THIS PARAGRAPH 5 THEN SUCH PORTION OF THE RENT FOR THE FULL TERM, THERETOFORE PAID BY THE TENANT, AS REPRESENTS RENT FOR THE PERIOD FROM THE DATE OF TERMINATION TO AND INCLUDING THE LAST DAY OF THE CALENDAR MONTH (CALCULATED BY MULTIPLYING THE NUMBER OF DAYS IN SUCH PERIOD BY ONE-THIRTIETH OF THE RENT ABOVE STIPULATED) SHALL BE DEEMED AN EXCESS PAYMENT OF RENT BY AND SHALL BE REFUNDED TO THE TENANT PROVIDED THE TENANT HAS PAID IN FULL ALL RENT AND OTHER CHARGES THEN DUE AND HAS OTHERWISE FULFILLED ALL HIS OBLIGATIONS UNDER THIS LEASE OR ANY SUCH RENEWAL THEREOF.

Termination for cause. 6. ANY FAILURE BY THE TENANT PUNCTUALLY TO PAY ANY RENT OR OTHER CHARGES WHEN DUE SHALL, AT THE OPTION OF THE LANDLORD, TERMINATE ALL RIGHTS OF THE TENANT HEREUNDER; AND THEREUPON THE LANDLORD, ITS REPRESENTATIVES, AGENTS, OR ASSIGNS, SHALL HAVE THE RIGHT, WITHOUT FURTHER DEMAND OR NOTICE, TO RE-ENTER AND TAKE POSSESSION OF, BY FORCE OR OTHERWISE, THE PREMISES, AND SHALL HAVE A LIKE RIGHT AND REMEDY UPON THE BREACH BY THE TENANT OF ANY COVENANT OR CONDITION HEREIN SET FORTH. THE TENANT HEREBY WAIVES ANY AND ALL NOTICE AND DEMAND BY THE LANDLORD FOR POSSESSION OF THE PREMISES AND AGREES THAT UPON ANY SUCH FAILURE OR BREACH, THE LANDLORD, OR ITS REPRESENTATIVES, MAY IMMEDIATELY RE-ENTER THE PREMISES AND DISPOSSESS THE TENANT WITHOUT LEGAL NOTICE OR THE INSTITUTION OF ANY LEGAL PROCEEDINGS WHATEVER.

Deposit 7. THE TENANT AGREES TO DEPOSIT WITH THE LANDLORD THE SUM OF ONE DOLLAR EACH MONTH DURING THE FIRST TEN MONTHS OF HIS OCCUPANCY OF THE PREMISES TO ASSURE PAYMENT FOR THE COST OF ANY KEYS LOST BY THE TENANT OR FOR OTHER CHARGES AGAINST THE TENANT, AND FURTHER TO ASSURE FULFILLMENT OF THE OBLIGATION OF THE TENANT TO LEAVE THE PREMISES CLEAN AND PRESENTABLE UPON THE SURRENDER THEREOF, SUCH DEPOSIT TO BE REFUNDED UPON SUCH SURRENDER PROVIDED THE TENANT HAS PAID IN FULL ALL RENT AND OTHER CHARGES THEN DUE AND HAS (A) WASHED ALL WALLS AND CEILINGS CONSIDERED WASHABLE BY THE MANAGEMENT, AND CLEANED ALL OTHER SURFACES WITHIN ONE WEEK PRIOR TO SUCH SURRENDER; (B) CLEANED ALL FLOORS THOROUGHLY ON THE DAY OF SUCH SURRENDER; (C) CLEANED ALL BATHROOM AND KITCHEN FIXTURES THOROUGHLY; AND (D) CLEANED THE SINKS, RANGE, REFRIGERATOR, AND KITCHEN CUPBOARDS AND CABINETS THOROUGHLY. OTHERWISE THE TENANT SHALL FORFEIT THIS DEPOSIT.

No assignment or sub-lease 8. THE TENANT SHALL NOT ASSIGN THIS LEASE, NOR SUBLET OR TRANSFER POSSESSION OF THE PREMISES OR ANY PART THEREOF, NOR GIVE ACCOMMODATIONS TO BOARDERS, ROOMERS, OR LODGERS EXCEPT AS SHALL BE APPROVED BY THE MANAGEMENT.

- 3 -

Care and
maintenance of
premises.

9. THE TENANT SHALL (A) ASSIST AND COOPERATE WITH THE MANAGEMENT IN THE CARE AND MAINTENANCE OF THE PREMISES; (B) KEEP THE PREMISES CLEAN, SANITARY AND ORDERLY; (C) COMPLY WITH THE CONDITIONS OF OCCUPANCY SET FORTH IN THIS LEASE; (D) COMPLY WITH ALL RULES, REGULATIONS, STANDARDS AND MANAGEMENT POLICIES AS MAY NOW OR HEREAFTER BE APPLICABLE TO SAID PREMISES; AND (E) QUIT AND SURRENDER THE PREMISES AT THE EXPIRATION OF HIS TERM, IN GOOD ORDER AND REPAIR, REASONABLE WEAR AND TEAR EXCEPTED.

Landlord's right
of entry.

10. THE LANDLORD, ITS REPRESENTATIVES, AGENTS, SERVANTS AND EMPLOYEES, SHALL HAVE THE RIGHT TO ENTER UPON THE PREMISES AT ALL REASONABLE HOURS FOR THE PURPOSE OF INSPECTING THE SAME OR TO MAKE SUCH REPAIRS, ADDITIONS, OR ALTERATIONS AS MAY, IN THE JUDGMENT OF THE LANDLORD, ITS REPRESENTATIVES, AGENTS, SERVANTS OR EMPLOYEES, BE DEEMED NECESSARY OR DESIRABLE, OR TO SHOW THE PREMISES, OR FOR THE PURPOSE OF REMOVING PLACARDS, SIGNS, FIXTURES, ALTERATIONS, OR ADDITIONS TO THE PREMISES PLACED THERE WITHOUT AUTHORITY OF THE LANDLORD.

Tenant's sub-
mission of data.

11. AT SUCH TIMES AS THE LANDLORD MAY REQUEST, THE TENANT SHALL SUBMIT A SIGNED STATEMENT, IN FORM SATISFACTORY TO THE LANDLORD, SETTING FORTH THE THEN PERTINENT FACTS AS TO THE TENANT'S HOUSEHOLD COMPOSITION AND EMPLOYMENT IN DEFENSE ACTIVITY.

Possession of
premises

12. THE LANDLORD COVENANTS AND AGREES THAT THE TENANT SHALL HAVE QUIET AND PEACEABLE ENJOYMENT OF THE PREMISES. BUT THE LANDLORD SHALL NOT BE LIABLE FOR FAILURE TO SUPPLY WATER, HEAT, OR UTILITY SERVICES WHERE SUCH ARE CONTEMPLATED TO BE SUPPLIED BY THE LANDLORD.

Liability of the
Lessor.

13. THE TENANT HEREBY EXPRESSLY RELEASES THE LANDLORD, ITS REPRESENTATIVES, AGENTS, SERVANTS AND EMPLOYEES (INCLUDING THE MANAGEMENT) FROM LIABILITY FOR ANY INJURY TO THE TENANT OR THE MEMBERS OF HIS HOUSEHOLD OR FOR ANY DAMAGE TO OR LOSS OF THE PROPERTY OF THE TENANT OR THE MEMBERS OF HIS HOUSEHOLD, RESULTING FROM ANY CAUSE WHATSOEVER, EXCEPTING ONLY ANY SUCH INJURY OR DAMAGE RESULTING FROM THE WILFUL ACT OF THE LANDLORD, ITS REPRESENTATIVES, AGENTS, SERVANTS OR EMPLOYEES (INCLUDING THE MANAGEMENT). THE TENANT HEREBY AGREES TO INDEMNIFY THE LANDLORD, ITS REPRESENTATIVES, AGENTS, SERVANTS AND EMPLOYEES (INCLUDING THE MANAGEMENT) FOR ANY LIABILITY OF ANY OF THEM FOR INJURY TO PERSONS OR DAMAGE TO PROPERTY OCCURRING ON THE PREMISES OR ARISING OUT OF THE TENANT'S OCCUPANCY OR POSSESSION OF THE PREMISES, WHETHER SUCH INJURY OR DAMAGE SHALL RESULT FROM DEFECTS LATENT OR PATENT IN RESPECT OF THE PREMISES, AND WHETHER OR NOT THE LANDLORD, ITS REPRESENTATIVES, AGENTS, SERVANTS, OR EMPLOYEES (INCLUDING THE MANAGEMENT) KNOWS OF SUCH DEFECTS AT THE TIME OF EXECUTION OF THIS LEASE AND THEN OR SUBSEQUENTLY FAILS TO DISCLOSE TO THE TENANT THE EXISTENCE OF SUCH DEFECTS.

Notice

14. ANY NOTICE REQUIRED BY LAW OR OTHERWISE SHALL BE DEEMED SUFFICIENTLY GIVEN IF DELIVERED TO THE TENANT PERSONALLY OR AFFIXED TO THE DOOR OF THE PREMISES OR SENT BY MAIL TO THE PREMISES. NOTICE TO THE LANDLORD MUST BE IN WRITING AND DELIVERED TO THE MANAGEMENT OFFICE.

Management.

15. THE TERM "MANAGEMENT", AS USED HEREIN, SHALL MEAN Thomas May, Housing Manager WHICH, FOR THE PURPOSES OF THIS LEASE, IS THE REPRESENTATIVE AND AGENT OF THE UNITED STATES OF AMERICA AND DULY AUTHORIZED TO ACT ON ITS BEHALF.

Members of
Congress.

16. NO MEMBER OF OR DELEGATE TO THE CONGRESS SHALL BE ADMITTED TO ANY SHARE OR PART OF THIS CONTRACT OR AGREEMENT, OR TO ANY BENEFIT TO ARISE THEREFROM.

Certification.

17. BY EXECUTING THIS LEASE, THE TENANT CERTIFIES THAT THERE HAS BEEN NO MATERIAL OR SUBSTANTIAL CHANGE IN HIS HOUSEHOLD COMPOSITION OR EMPLOYMENT IN DEFENSE ACTIVITY, SINCE THE DATE OF SUBMISSION OF SUCH APPLICATION TO THE LANDLORD.

- 4 -

THIS LEASE (INCLUDING THE CONDITIONS OF OCCUPANCY) AND THE RULES, REGULATIONS, STANDARDS AND MANAGEMENT POLICIES REFERRED TO IN PARAGRAPH 9 HEREOF EVIDENCE THE ENTIRE AGREEMENT BETWEEN THE LANDLORD AND THE TENANT, AND NO MODIFICATION THEREOF SHALL BE VALID UNLESS IN WRITING AND SIGNED BY THE MANAGEMENT.

Sergeant James T. Flood
TENANT

TENANT

IN THE PRESENCE OF:

Marie Zink

UNITED STATES OF AMERICA

BY Thomas Gray
Housing Manager
TITLE

FWA-Form DHM 5
3-31-41

FEDERAL WORKS AGENCY
DEFENSE HOUSING DIVISION
Washington, D.C.

FEDERAL WORKS ADMINISTRATOR

By

CONDITIONS OF OCCUPANCY

1. The Tenant and members of his household, guests, and employees shall comply (with all laws and city ordinances applicable to the use and occupation of the premises and) with all management policies now or hereafter adopted by the Management.
2. Garbage, rubbish, newspapers and other trash shall be promptly deposited and conveyed to places and at the time designated by the Management.
3. The Tenant shall not carry on any business whatsoever nor display signs of any type in or about the premises.
4. The Tenant shall not make any alterations or repairs to the premises or of the equipment therein without consent of the Management, and shall not install any additional locks or fixtures without such consent. No part of the rent shall be payable in repairs or alterations of any description. All repairs or alterations shall immediately become the property of the United States Government.
5. The Tenant shall report to the Office of the Management at once any accident, injury or defect to water pipes, toilets, drains, or plumbing fixtures, electric wires, outlets or fixtures, or other property of the Development, and all breakage, damage, or loss of any kind.
6. No tacks, nails, or other fasteners or cement shall be used in laying carpets, rugs, linoleum, or any other covering on the floors or stairs of the Tenant's dwelling.
7. No nails, bolts, or screws shall be placed in the walls, floors, doors, cupboards or trim except of a type approved by the Management. All electric wiring shall be done or supervised by the Management.
8. No shades, awnings or window guards shall be used except such as shall be installed or approved by the Management.
9. Plumbing and electrical equipment shall not be used for any purposes other than those for which they were provided.
10. No outside aerial wires of any description shall be installed on the buildings or hung from the windows without permission of the Management.
11. The Management in all cases shall retain the right to control and prevent access into the buildings and grounds of all persons whom it considers undesirable.
12. The Management shall have the right, without further notice, to sell or otherwise dispose of any personal property left on the premises or in the project by the Tenant after the Tenant vacates the premises.
13. The Management shall not be responsible for articles left with any employee.
14. Dogs, cats, birds or other pets shall be kept on the premises only in accordance with such regulations as may be prescribed from time to time by the Management.

CONSUMER SERVICE

The "Basic Policies for Defense Housing Projects" makes this statement concerning consumer services: "Where existing facilities in the neighborhood are inadequate, space shall be allotted on the site plan for neighborhood-shopping centers convenient to, and if possible within walking distance from, all homes. Stores shall be designed and built as part of projects where private capital cannot be induced to supply the required facilities. In all cases design shall be controlled. The number and type of stores shall be limited to the probable future need of the community, and haphazard speculative marginal development, which is unprofitable alike to stores and the community, shall be discouraged."

The Consumers' Service Unit has been set up within the Division of Defense Housing to interpret, act upon, and assist in the administration of this phase of the Lanham Act. Its policies are determined primarily by the statement quoted above, and it has three major objectives: to ensure the provision of essential commercial facilities for the tenants in each project; to ensure a reasonable return to the operator of these facilities; and to ensure a reasonable return to the Federal Government. While the methods employed by the unit may differ in particular instances, it has the same responsibility for projects under direct management as for those operating under indirect management.

OBJECTIVES

Accordingly, regardless of the type of project the Consumer's Service Unit has the following functions:

1. To ascertain whether there is a demand for additional commercial facilities. The absence of any indication of a commercial center upon the site plan is *prima facie* evidence that, after a careful study, it was originally determined that the construction of commercial facilities on the project proper was unnecessary. Perhaps it was felt that the site of the project was so located as to provide ample facilities in the immediate vicinity, and that nearby stores could expand sufficiently to serve additional demand. In any event, the Housing Manager should make an immediate survey of the availability of stores and the quality of their output. He will be guided by the questionnaire, of which a copy is included in this manual.

DETERMINATION OF NEED FOR FACILITIES

When he has completed the questionnaire, the Housing Manager should return it to the central office where the data he has furnished may be supplemented by the efforts of the Unit's staff. A projection can be made, based on this information, which will indicate the extent and type of services needed. With this information at hand the Manager may be able to persuade local merchants to expand their facilities or to furnish food caravans or take whatever steps may be necessary to serve the tenants' best interests in this regard.

2. To attempt to secure the provision of needed facilities by private capital. It is an important principle in the basic defense housing policies that private enterprises should be encouraged in every possible way to assist in the defense housing program. The Manager can aid materially in stimulating interest among merchants in the locality. Such organizations as the local chamber of commerce, the Kiwanis Club, and similar groups may give him valuable assistance. He should endeavor to secure specific proposals from individuals or groups who may wish to purchase or lease the land upon which the commercial facilities are to be constructed.

COOPERATION OF PRIVATE CAPITAL

This effort will be supplemented by correlated activities in the Consumers' Service Unit, where syndicates and other groups have already indicated con-

siderable interest in certain projects. The Housing Manager should not make any definite commitment except upon authority from the Unit. A member of the Washington staff will participate in any final arrangements.

DIRECT PRO-
VISION OF
FACILITIES

3. To provide the necessary facilities in the absence of private investment. The "Basic Policies for Defense Housing Projects" foresees the possibility that private capital may not be available to provide the necessary stores for the project. However, it states only that " * * * stores shall be designed and built * * *," and the exact procedure to be followed is not clearly defined. It is certain, however, that tenants are not simply to be left to shift for themselves.

FINANCING

A major problem is that of securing funds for building stores at the project. Under the Lanham Act there would be little or no money available for commercial services. Perhaps a corporation could be set up under governmental auspices to borrow from the RFC or some other lending agency, which would control 51 percent of the stock and sell the remainder to private investors. In any event, all negotiations would be handled through the central office, although the Housing Manager would be advised of progress.

OPERATION

After the buildings are constructed, another question of policy would arise, namely whether to turn the buildings over to an individual or corporation for operation only, for operation and management, or merely for rental; or whether to negotiate leases for each individual space (e.g. the grocer, the barber shop, etc.). These points can be decided only after a careful consideration of the facts involved in each individual case.

The Unit should be of assistance to the Housing Manager in attracting the cooperation of local capital. It can furnish projections to be shown to merchants, illustrating the variety and types of demand which they may anticipate when the project is fully occupied. In the event that private enterprise is unwilling or unable to supply the needed facilities, it is important to remember that only *essential* services are to be provided and that these are to be determined in conjunction with the Consumers' Service Unit. Proposals by private interests should, so far as possible, be reduced to specific proposals in writing and forwarded to the Washington office. The Manager should not commit himself on any proposition, since the Unit may be able to secure a better arrangement from individuals or organizations with which it is in direct contact. All final negotiations will be handled by a member of the staff of the Unit.

Date _____

Project _____ Manager _____

Number of units _____ Number units occupied _____

Information on Occupants

Monthly income of lowest paid tenant \$ _____

Monthly income of highest paid tenant \$ _____

Check number of families in each income group*

| <i>Income (monthly)</i> | <i>Number</i> |
|-------------------------|---------------|
| Under \$100 | _____ |
| \$100—\$125 | _____ |
| \$126—\$150 | _____ |
| \$151—\$175 | _____ |
| \$176—\$200 | _____ |
| Over \$200 | _____ |

*Estimates to form the basis for this information may be secured from personnel officers for industrial workers, from the Finance Officer for Army or Navy workers, or from your own observation.

Number of Persons Housed

| | |
|----------|-------|
| Adults | _____ |
| Children | _____ |
| Total | _____ |

Age Group—Children

| | |
|-------|-------|
| 1—7 | _____ |
| 7—15 | _____ |
| 16—21 | _____ |

List the Commercial and Business Centers Nearest to the Project

| <i>Name of town</i> | <i>Population</i> | <i>Distance from project</i> |
|---------------------|-------------------|------------------------------|
| 1. _____ | _____ | _____ |
| 2. _____ | _____ | _____ |
| 3. _____ | _____ | _____ |

Transportation Facilities from Project to Shopping Districts in Towns

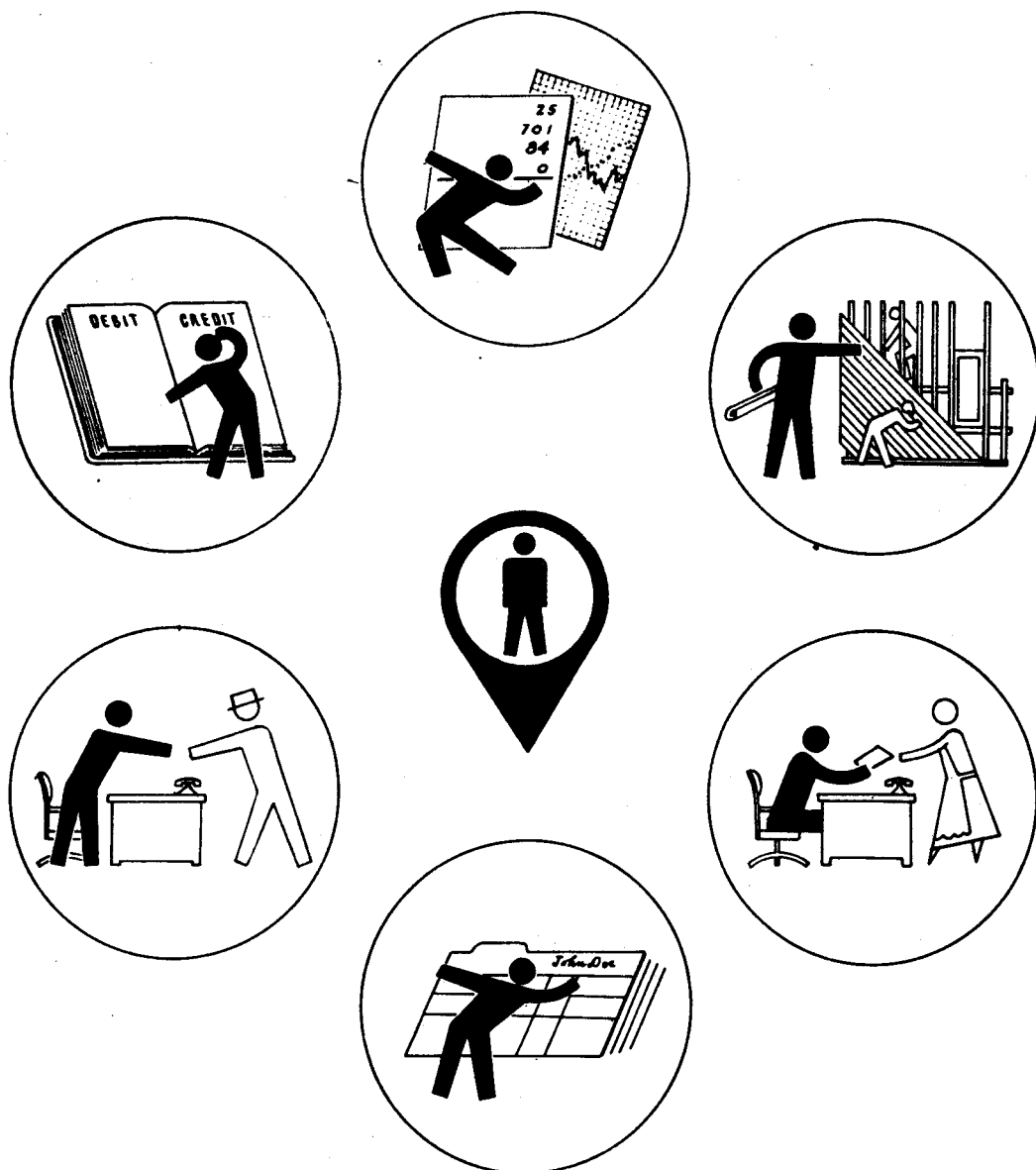
| <i>Type of transportation</i> | <i>Schedules</i> | <i>Fares Single commutation</i> |
|-------------------------------|------------------|-------------------------------------|
| 1. _____ | _____ | _____ |
| 2. _____ | _____ | _____ |
| 3. _____ | _____ | _____ |

Information on Available Services in Nearest Town

| <i>Service</i> | <i>Number</i> | <i>Moderate Expensive Cheap</i> |
|--|---------------|---|
| Food stores | _____ | _____ |
| Food stores (with meat markets) | _____ | _____ |
| Drug stores | _____ | _____ |
| Hardware stores | _____ | _____ |
| Beauty shops | _____ | _____ |
| Barber shops | _____ | _____ |
| Dairy service | _____ | _____ |
| Filling stations | _____ | _____ |
| Garages (repair) | _____ | _____ |
| Laundry and dry cleaning plants | _____ | _____ |
| Restaurants | _____ | _____ |
| Hotels or other transient accommodations | _____ | _____ |
| Clothing stores | _____ | _____ |

General

1. Can existing stores and other commercial services in the nearest town absorb the additional load expected from the project?
2. In general, is trading with these stores reasonably feasible from the standpoint of convenience?
3. Are there any existing buildings on or near the project which could be used for housing commercial units?
4. Are other types of businesses than those existing near the project needed?
5. Has there been any interest shown by local businessmen to provide adequate commercial facilities?
6. List the commercial services which you believe should be established on the project site.
7. List number of applications of each type which you have received from prospective merchants for the establishment of businesses at the project.



PERSONNEL POLICIES AND ADMINISTRATION

F.W.A.-8

Section D

PERSONNEL POLICIES AND ADMINISTRATION

FOREWORD

The creative power of the 37,000 men and women employed by the Federal Works Agency is exemplified in public highways and buildings, bridges, dams, airports, and other works, which are all integrated parts of a huge national program of public works. This program has now been expanded to include housing for workers who will be engaged in essential national defense activities.

The Federal Works Agency, in administering its broad program of public works planning and construction, has consistently striven to increase its operating efficiency, and the results are evidenced by actual accomplishments in these various fields.

It has been possible to attain these present accomplishments only by and with the concerted and coordinated efforts of the personnel so engaged. It is patent that the success of this or any other program depends upon people, and in this connection the increasing efficiency of the agency operation is not accidental. Personnel management—the science of human engineering—has developed techniques that enabled us to utilize and conserve human resources more skillfully. The specialized functions of personnel management today are well known both to industry and to the Government, and there will be an increasing demand upon those responsible for personnel management and supervision to apply the tested and accepted principles in order that maximum results may be achieved.

The Director of Personnel, as has been stated in the foreword by the Administrator, occupies a staff position and is charged with the agency-wide functions of personnel supervision and management. The Director of Personnel's Office, as a part of its functions and responsibilities, maintains all liaison and contact relationships with the United States Civil Service Commission, Employees' Compensation Commission, and the Council of Personnel Administration, as well as other offices whose activities are directly related to personnel management.

The Director of Personnel is assisted in the discharging of his duties by an *Assistant Director of Personnel* who shares with him the responsibilities of that office, and acts for him in his absence.

There are four principal technical officers who are responsible for Classification, for Recruitment, Training, and Placement, for Employee Relations, and for Racial Relations.

The *Classification Officer* is responsible for the development, installation and administration of an efficient position classification plan and compensation schedule for the Federal Works Agency. Housing Managers will receive preliminary instruction in classification before they are assigned to their respective projects.

The *Recruitment, Training, and Placement Officer* is responsible for the selection, appointment, placement, training, service ratings and promotion of the employees of the Agency. All matters pertaining to recruitment, employment, and the determination of current and anticipated personnel needs, and the development of the source of supply come within the jurisdiction of this Officer. Housing Managers will work chiefly with District Managers of the United States Civil Service Commission in their recruitment activities. Full explanation will be given of the recruitment procedures, and the lines of cooperation will be emphasized.

Stress is laid upon job and promotional training in federal service because it is the backbone of career employment. It is not enough to recruit individuals of good potentialities; to bring the organization to its highest plane of efficiency they must be retained and granted opportunity for responsibility consistent with increasing knowledge and skill. Training of the staff personnel on each housing project is a major responsibility of the Housing Manager. He is to give instruction in the performance of original duties assigned to each member of his staff to develop his understanding of the program at large.

Placement or appointment operations will be handled primarily by the Housing Manager in the field with respect to the employees on his staff, final approval of such actions resting in the Office of the Director of Personnel.

The *Employee Relations Officer* is concerned with all problems that fall under the scope of his title. He conducts hearings and mediates disputes arising out of alleged unfairness on the part of supervisory personnel in the administrations of the constituent Agencies, hears complaints having to do with methods of training, examining, rating, and promoting, represents the Director of Personnel before all employee groups and consults with their representatives as required, and encourages and promotes all welfare provisions for workers of the Agency, including the development of such groups as may be organized for credit, recreation, health, or cultural activities.

In their training activities Housing Managers will acquaint their employees with the procedures and facilities which the Employee Relations Officer has developed, and will encourage their use of them as occasion may require.

The *Racial Relations Officer* has the primary responsibility of securing full participation of all races in the activities of the constituent administrations, and of recommending policies that will eliminate racial discriminations and improve labor relations between the races. He investigates labor disputes and complaints based on alleged racial discrimination as related to personnel functions, and makes remedial and corrective recommendations. He acts also as liaison officer between the FWA and representative minority groups.

In order that Housing Managers may become acquainted with the personnel management problems of the FWA, the personnel staff has prepared its section of this Manual and the training course based on it. Contained in it is a brief description of the procedures by which this Agency effectuates the statutory provisions and the rules and regulations of the United States Civil Service Commission relating to federal employment, and of the procedures of this Agency.

Too much stress cannot be laid upon the necessity of becoming familiar with these methods and practices. If a basic knowledge of them is not acquired at once, it is literally true that the staff development will be delayed for days or weeks. The regulations are in themselves exacting, and to take advantage of the latitude granted, Housing Managers must know their restraints as precisely as their privileges. Attention given to the class discussions on the various technical phases of personnel management outlined here will pay its dividends in time and effort saved.

A. S. SARRE,
Director of Personnel.

Revised Aug. 1, 1941

CLASSIFICATION

These instructions are for the guidance of Housing Managers in the handling of personnel actions on defense housing projects and include a summarization of the necessary steps required to effect employment of personnel.

CLASSIFICA-
TION

The Federal Works Agency has been designated as a defense agency and in that capacity it is charged with the responsibility of prosecuting the vital and necessary Defense Housing Program. It is obvious that such a program requires the utmost speed to achieve its primary purpose, i.e. to provide housing for those engaged in the work of the Nation's defense. Housing Managers should not hesitate to refer problems and questions concerning personnel procedures to the Washington office, which shall give priority to the consideration and solution of such referrals.

It should definitely be understood that all referrals of any nature to the Personnel offices should be made through regular organization channels, i.e. through the Director of the Division of Defense Housing.

An initial supply of all necessary forms will be given Housing Managers. They should anticipate additional requirements and requisition supplies from the Washington office.

The Classification Act of 1923, as amended, provided a plan for classifying positions or jobs according to their duties and responsibilities. While the statute confined classification to the departmental service in Washington, it is a policy of the Federal Works Agency to administer the same plan for its field service positions.

CLASSIFICA-
TION STRUC-
TURE

Under the Classification Act all work is divided into what are known as classification "Services." They are the professional and scientific service (P), the subprofessional service (SP), the clerical, administrative, and fiscal service (CAF), the custodial service (CU), and the clerical-mechanical service (CM). These services are further divided into zones of difficulty and responsibility called "grades." To each of these "grades" there is attached a definite, uniform scale of pay consisting of a minimum rate to provide an incentive for increased usefulness in the same position, and a maximum rate which is the most the Government will pay for a position of a given "grade." See exhibit 1.

Position analysis is an important phase of classification. Every position is composed of certain duties and responsibilities which comprise tangible tasks and assignments and intangible conditions bearing on responsibilities, such as lines of authority, supervision, or review.

POSITION
ANALYSIS

The problem of classifying a position resolves itself into a process of breaking the position up into its several parts, each part then being studied to determine the difficulties and responsibilities involved.

Tentative organizational charts and job descriptions have been prepared for each housing project and will be furnished the Manager of the project. Exhibit H is furnished as a typical example. These charts are intended for the use of the Housing Manager in the preparation of an organization chart and job descriptions which he must prepare and submit for approval. It is not intended that the organization and job descriptions be drawn up to correspond to those furnished; rather they are to be used as a basis for preparing charts and descriptions as they will actually exist when the project is opened.

ORGANIZATION
CHART AND
JOB DESCRIPTION

In preparing descriptions of the duties to be performed, the use of such ambiguous terms as "assist," "handle," "prepare," etc., should be avoided unless they are always accompanied by supporting details.

CHANGES IN
DUTIES

After a management project has been operating for some time, responsibilities and duties may be reassigned to other positions, additional duties and responsibilities may develop, or personnel may be reassigned to other positions. It will be the responsibility of the Housing Manager, when these circumstances occur, to notify the Washington office so that the necessary steps to reflect these changes in the records may be taken.

CLASSIFICA-
TION SURVEY

From time to time, classification surveys will be made for the purpose of determining the proper operation of the Classification Act. These surveys will be of a routine nature and should cause no undue concern on the part of employees. It will be necessary for the investigator to talk to the occupants of the positions as well as to the Housing Manager in order properly to determine and evaluate allocation factors. The results of the survey will be a revision of the grades upward or downward, or verification of the present grade as the proper one.

It must be borne in mind that, except where a survey is made by members of the classification staff, determinations of the degree of difficulty or complexity of the duties and the weight of the responsibilities of a position are inferences or conclusions drawn logically from the information furnished by the Manager concerning the nature of the duties performed, the methods of work involved, the authority exercised, and other circumstances under which the duties are performed that affect their difficulty and/or responsibility.

RECRUITMENT POLICY AND PROCEDURES

The Field Appointing officer is responsible for the recruitment of personnel, and authority is delegated to appoint personnel, other than accounting, subject only to later confirmation of appointment by the Administrator. The effective date will be the actual date the employee enters on duty, and subsequent confirmation will be retroactive to that date; however, *until the appointment is confirmed by the Administrator, no compensation may be paid the employee.*

RECRUITMENT
POLICY

Prior to their entrance on duty, approval of the qualifications of persons recommended by the field appointing officer for appointment to accounting positions must be secured from the Washington office or its traveling field representatives. In the latter case this approval must be shown on the field agreement presented for confirmation of appointment.

*Selection of
Accounting
Personnel*

If there is contemplated the employment of a person who is related by blood or marriage to anyone now in the employ of the Federal Works Agency, a memorandum stating the complete facts should be transmitted to Washington and the employment deferred until clearance has been obtained from the Washington office.

Nepotism

The field appointing officer shall not enter on duty any person who is not a citizen of the United States. If there is any doubt as to a person's citizenship, the facts should be submitted to Washington for further action. In such instances the person shall not be employed until approval has been received.

Citizenship

The field appointing officer shall not enter on duty any person until funds have been approved and the classification of the position has been determined by the Washington office.

*Budget and
Classification*

The Washington office must be notified immediately when difficulty or undue delay occurs in connection with the employment of personnel. Full information of the steps taken and difficulties encountered must be furnished in order to facilitate the assistance required. If a problem arises concerning the appointment of a specific individual or individuals, the information sent to the Washington office should include a completed application form so that eligibility for various types of appointment may be ascertained.

*Recruitment
Difficulties*

The Civil Service Commission has divided the United States into districts. Form 2054 (exhibit J) gives the names and addresses of the district managers. Further assistance in recruitment is provided through the services of special or local representatives who are empowered to authorize approvals for the district manager. The field appointing officer should consult with his district manager or local representative at his earliest convenience, outlining at that time his personnel requirements in order to determine suitable recruitment sources.

*Civil Service
District
Managers*

All new appointments must be made at the entrance (minimum) rate of the salary established for the position (exhibit 1). However, employees of other Federal agencies may be transferred and retain their salary if it is above the entrance rate of pay of the position but does not exceed the maximum of the grade, provided budgetary limitations will permit payment of the higher salary.

*Entrance
Salary*

All liaison between the Washington administrative organization of Federal Works Agency or any of the constituent agencies and the Civil Service Commission shall be through the Director of Personnel.

*Liaison With
Civil Service
Commission*

All liaison between the field service in each region and the district offices of the Civil Service Commission shall be through the field appointing officer or an employee designated by him.

Exceptions

The field appointing officer occupies a position of grave responsibility in the exercise of administrative functions incident to project activities. He should know that certain rules and regulations govern the employment of personnel and payment for personnel services. These are strictly enforced and exceptions which are taken to pay rolls by the General Accounting Office may result in the refund of moneys by employees. Every precaution should therefore be taken to avoid such occurrences. If there is doubt as to the method of handling any items involving a personnel transaction, the question should be immediately referred to Washington, by telegraph or telephone if necessary, or if the transmission of papers is required, air-mail special-delivery service should be used.

All positions in the Federal Works Agency, with the exception of those in the Work Projects Administration must be filled in accordance with existing Civil Service rules and regulations, Comptroller General's decisions, and the Classification Act of 1923, as amended.

From Eligible Registers

The Civil Service Act provides that original appointments to positions under its jurisdiction in the Federal service must be made on an open competitive basis. Accordingly the principal source of recruitment is from Civil Service registers established as a result of open competitive examinations. Upon receipt of "Request for Certification—Original Appointment" Form 1390 (exhibit ~~K~~⁷⁴), the Civil Service District Manager will furnish the Field Appointing officer with one of the following:

1. A certificate of eligibles from existing registers.
2. Authority for temporary appointment under the provisions of Section 2 of Civil Service Rule VIII.
3. Authority for temporary appointment under provisions of Section 4 of Civil Service Rule VIII for the duration of the emergency as outlined in Departmental Circular Letter No. 460 (exhibit D).

Clearing Certificates

When a certificate of eligibles has been received, the established Civil Service procedure for selection must be followed in order to comply with proper selection requirements.

The field appointing officer will communicate without commitment with each eligible certified by telephone; telegraph (exhibit 13); Circular Letter, regular or air mail (exhibit 14); or by use of Civil Service Form 1992 (exhibit 15) unless an eligible's Civil Service file indicates qualifications which would preclude his appointment and constitute grounds for filing objection to his certification with the Civil Service District Manager, Departmental Circular, National Defense Series No. 4 (exhibit G). The inquiry should indicate a deadline for receipt of reply which should be determined by the length of time before the employee's services will be needed and the method of communication used. The field appointing officer is responsible for ascertaining whether the eligible is employed in a defense agency or position and, if so, is responsible for securing release from the agency in which the eligible is employed, Circular Letter 461 (exhibit F). Note: Persons presently employed in defense agencies need not be considered in making selections, Executive Order 8760. Consideration must be given to only those eligibles who are available for appointment under the conditions specified or who were not

contacted as indicated above. The field appointing officer shall make one selection from the first three available names (reading from top to bottom of the list) for the first vacancy. This selection shall be made with sole reference to merit and fitness of the applicant for appointment. If there exists a second vacancy in that grade, selection is made from the then remaining available highest three eligibles, and so on in each case reconsidering those previously considered but not appointed. However, an eligible, considered but not selected in connection with three actual appointments, need not be considered in making future selections.

The report of disposition of each eligible shall be entered opposite his or her name on the certificate, Form No. 1844B (exhibit 18) using the following symbols:

*Disposition
Symbols*

- "A" Selected
- "FR" Failed to Reply
- "C" Considered but not Selected
- "D" Declined
- "CRU" Communication Returned Undelivered

In cases where a field appointing officer has considered it advisable to pass over a veteran and select a nonveteran, the reasons for so doing shall be filed with the Civil Service District Manager in duplicate. A form for this purpose may be secured from the district manager.

*When a Veteran
Is Passed Over*

After an eligible has been selected for probational or temporary appointment, the field appointing officer may notify the appointee to report for duty. Upon entrance on duty the following forms must be completed and forwarded:

*Effecting
Probational
and Temporary
Appointments
From Certifi-
cates*

1. Probational Appointment:

a. To the district manager:

- (1) "Field Agreement," in duplicate, FWA 50-P (exhibit 6).
- (2) "Personnel Information Sheet," CSC 3464A (exhibit 7).
- (3) "Declaration of Appointee (Field)," CSC 124B (exhibit 8).
- (4) "Fingerprint Chart," CSC 2390 (exhibit 10).
- (5) "Certificate of Medical Examinations," CSC 2413 (exhibit 11).
- (6) "Report to District Manager of Certificate," Standard Form 1844B (exhibit 17), together with all supporting papers. (Letters of declination and communications returned undelivered.)
- (7) Proof of date of birth.

b. To the Washington office:

- (1) "Application for Employment," FWA 41-P (exhibit 4).
- (2) "Classification Sheet (Field)," FWA 38-P (exhibit 5).
- (3) A copy of Standard Form No. 1844B submitted to Civil Service District Manager.
- (4) Carbon of Field Agreement, FWA 50-P (exhibit 6).
- (5) "Personnel Affidavit," Standard Form 47 (exhibit 12).

2. Temporary Appointment Under Section 4, Rule VIII:

a. To the district manager:

- (1) "Field Agreement," FWA 50-P (exhibit 6), in duplicate.
- (2) "Fingerprint Chart," CSC 2390 (exhibit 10).
- (3) "Report to District Manager on Certificate," Standard Form 1844B (exhibit 17), together with all supporting papers. (Letters of declination and communications returned undelivered.)

b. To the Washington office:

- (1) "Application for Employment," FWA 41-P (exhibit 4).
- (2) "Classification Sheet (Field)," FWA 38-P (exhibit 5).
- (3) Copy of Standard Form 1844B submitted to district manager.
- (4) Carbon copy "Field Agreement," FWA 50-P (exhibit 6).
- (5) "Personnel Affidavit," Standard Form 47 (exhibit 12).

*Duration of
Emergency
Under Section
4, Rule VIII*

The district manager upon request may authorize "Job Employment" for the duration of the emergency rather than for a period of 6 months or less, under the provisions of Section 4, Rule VIII, as amended by Circular Letter 460, (exhibit D). This authority may be granted when extensions of temporary employees are requested. In order to effect appointments under these provisions, the procedure for temporary appointments (as outlined above) should be followed.

Transfer

The Civil Service rules and regulations provide for filling positions by transfer of present employees occupying competitive positions. To be eligible for transfer, an applicant must have acquired a Civil Service status or must have completed one month of a probationary period, Departmental Circular 243 (exhibit A), and be presently employed. The Washington Personnel Office will forward applications of all persons who are eligible for transfer or reinstatement and who have indicated their desire for assignment in the area.

When an applicant is selected for appointment by transfer, the field appointing officer will request the employing agency to furnish a letter indicating that no objection will be interposed to the release of the employee in accordance with the Departmental Circular Letter No. 225, Supplement No. 1, (exhibit C). He will then prepare and transmit to:

1. The Civil Service District Manager:
 - a. Request for authority for temporary appointment pending transfer.
 - b. "Temporary Appointment, Transfer, etc.," CSC 375 (exhibit 3).
 - c. Description of duties to be performed.
 - d. Copy of letter of release.

Upon receipt of authority for the temporary employment, the field appointing officer will notify the appointee to report for duty, at which time he will prepare and transmit to:

1. The Civil Service District Manager:
 - a. Carbon of "Field Agreement," FWA 50-P (exhibit 6).
2. The Washington office:
 - a. Letter of authority from district manager for temporary appointment pending transfer.
 - b. Letter of release.
 - c. "Request for Transfer, Reinstatement, Change in Status," CSC 46 in duplicate (exhibit 2).
 - d. CSC Form 375 in duplicate (exhibit 3).
 - e. "Application for Employment," FWA 41-P (exhibit 4).
 - f. "Classification Sheet (Field)," FWA 38-P (exhibit 5).
 - g. Original of "Field Agreement," FWA 50-P (exhibit 6).
 - h. "Personnel Affidavit," Standard Form 47 (exhibit 12).
3. To the agency from which the person is transferring:
 - a. Copy of "Request for Transfer, Reinstatement, Change in Status," CSC 46 (exhibit 2).

Upon receipt in the Washington office of the approval of the transfer by the Civil Service Commission, this change will be made in the employees appointment record and the field appointing officer will be notified of its approval.

Civil Service Rules and Regulations provide for filling defense positions by the reinstatement of former permanent employees in the service. *Reinstatement*

When an applicant is selected for appointment by reinstatement, the field appointing officer will request authority for temporary appointment pending approval of a *request* for permanent reinstatement by forwarding to the district manager:

- a. Letter requesting authority for temporary appointment pending approval of permanent reinstatement.
- b. CSC Form 375 (exhibit 3).
- c. Description of duties to be performed.

Upon receipt of authority for temporary appointment, the field appointing officer will notify the appointee to report for duty at which time he will prepare and submit:

1. To the Civil Service District Manager:
 - a. Carbon of "Field Agreement," FWA 50-P (exhibit 6).
2. To the Washington office:
 - a. "Request for Transfer, Reinstatement, Change in Status," CSC 46 in duplicate (exhibit 2).
 - b. CSC Form 375 in duplicate (exhibit 3).
 - c. "Application for Employment," FWA 41-P (exhibit 4).
 - d. "Classification Sheet, (Field)," FWA 38-P (exhibit 5).
 - e. Original of "Field Agreement" (exhibit 6).
 - f. "Personnel Information Sheet," CSC 3464a (exhibit 7) if not previously completed.
 - g. "Declaration of Appointee," CSC 124b (exhibit 8).
 - h. "Member of Family in Federal Service," CSC 1769 (exhibit 9).
 - i. "Fingerprint Chart," CSC Form 2390 (exhibit 10).
 - j. "Certificate of Medical Examination," Form 2413 (exhibit 11).
 - k. "Personnel Affidavit," Standard Form 47 (exhibit 12).
 - l. Civil Service letter of authority for temporary reinstatement.

The temporary appointment will provide a convenient period in which the field appointing officer can observe the appointee's qualifications for permanent reinstatement. Upon receipt of approval of permanent reinstatement, the Washington office will request the field appointing officer to submit his recommendation on the employee's permanent reinstatement based on the employee's performance on the job. If the recommendation is favorable, appropriate action will be taken to effect the permanent reinstatement and the field appointing officer will be notified of its approval.

The Civil Service Commission has established a list of the names of former Federal employees who do not have a Civil Service status and who had at least 6 months' continuous satisfactory service in an agency immediately prior to separation, such separation to have been involuntary and subsequent to June 30, 1939. The certification of any individual who possesses the desired qualifications may be requested by the field appointing officer for a definite period of 6 months or less or for the duration of the present national emergency on "Request for Certification (Field)," CSC 1890 (exhibit 18).

*Emergency
Replacement
List*

When the certificate has been received the employee may be entered on duty immediately. The field appointing officer will then secure and forward:

1. To the district manager copies of the following forms:
 - a. "Field Agreement," FWA 50-P, in duplicate (exhibit 6).
 - b. "Personnel Information Sheet," CSC 3464 (exhibit 7), if not previously completed.
 - c. "Fingerprint Chart," CSC 2390 (exhibit 10).
 - d. "Certificate of Medical Examination," CSC 2413 (exhibit 11).
 - e. "Report to the District Manager on Certification," 1844B (exhibit 17), with proper notation of action taken.
2. To the Washington office:
 - a. "Application for Employment," FWA 41-P (exhibit 4).
 - b. "Classification Sheet (Field)," FWA 38-P (exhibit 5).
 - c. Carbon "Field Agreement" FWA 50-P (exhibit 6).
 - d. "Personnel Affidavit," Standard Form 47 (exhibit 12).
 - e. Copy of "Report to the District Manager on Certification," Form 1844B.

Executive
Order 8744

Executive Order 8744 (exhibit B) authorizes the transfer or reinstatement of an employee whose position was brought into the classified service by the Ramspeck Act and who between April 23, 1941, and January 1, 1942, has been or is involuntarily separated without prejudice and who has completed at least 6 months' continuous satisfactory service.

Upon selection of an individual for appointment under the conditions above, the field appointing officer will prepare and transmit to:

1. The Civil Service District Manager:
 - a. Request for authority for temporary appointment pending transfer or reinstatement under the provisions of Executive Order 8744.
 - b. "Temporary Appointment, Transfer, etc.," CSC 375 (exhibit 3).
 - c. Description of duties to be performed.

Upon receipt of authority for the temporary employment from the district manager, the field appointing officer will notify the appointee to report for duty, at which time he will prepare and transmit to:

1. The Civil Service District Manager:
 - a. Carbon of "Field Agreement," FWA 50-P (exhibit 6).
2. The Washington office:
 - a. Letter of authority from the District Manager for emergency appointment pending transfer or reinstatement under the provisions of Executive Order 8744.
 - b. "Request for Transfer, Reinstatement, Change in Status," CSC 46, in duplicate (exhibit 2).
 - 3696 c. CSC Form ~~3693~~ (executed by the Appointing Officer of the agency from which the individual was separated).
 - d. CSC Form 375 in duplicate (exhibit 3).
 - e. "Application for Employment," FWA 51-P (exhibit 4).
 - f. "Classification Sheet, (Field)," FWA 38-P (exhibit 5).
 - g. Original of "Field Agreement," FWA 50-P (exhibit 6).
 - h. "Declaration of Appointee," CSC 124b (exhibit 8).
 - i. "Fingerprint Chart," CSC 2390 (exhibit 10).
 - j. "Certificate of Medical Examination," CSC 2413 (exhibit 11).
 - k. "Personnel Affidavit," Standard Form 47 (exhibit 12).

Upon receipt in the Washington office of the approval of the transfer or reinstatement by the Civil Service Commission, this change will be made in the employees' appointment record and the Field Appointing Officer will be notified of its approval.

Executive Order No. 8564 dated October 8, 1940, provides:

Whenever, because of a public exigency directly connected with the National defense program or because of the urgency of the immediate filling of the position involved in such program, the Civil Service Commission determines that it is in the public interest to do so, it may authorize the filling of any position connected with the national defense program for a term not extending beyond the duration of the national defense program without regard to the competitive requirements of the Civil Service rules, subject to such non-competitive tests of fitness as the Commission may prescribe. Persons so appointed will not thereby acquire a classified (competitive) Civil Service status. *Executive Order 8564*

Whenever authority is granted under the provisions of Executive Order 8564, the field appointing officer will secure approval from the district manager of the qualifications of the person selected by the submission of completed Form CSC 375 together with an indication of the position and description of duties to be performed.

When authority is received for the appointment of a specific individual, the field appointing officer will notify him to report for duty and at that time secure and forward the following forms:

1. To the district manager:
 - a. Carbon of "Field Agreement," FWA 50-P (exhibit 6).
 - b. "Declaration of Appointee," CSC 124b (exhibit 8).
 - c. "Fingerprint Chart," CSC 2390 (exhibit 10).
2. To the Washington office:
 - a. Copy of CSC Form 375 (exhibit 3).
 - b. "Application for Employment," FWA 51-P (exhibit 4).
 - c. "Classification Sheet, (Field)," FWA 38-P (exhibit 5).
 - d. Original of "Field Agreement," FWA 50-P (exhibit 6).
 - e. "Personnel Affidavit," Standard Form 47 (exhibit 12).
 - f. Letter of authority for appointment under the provisions of Executive Order 8564 showing approval of the person appointed.

Due to the shortage of the labor supply in many occupational groups, occasions will arise when qualified eligibles cannot be secured by the regular Civil Service recruitment processes outlined above. When this fact has been established to the satisfaction of the district manager, authority for recruitment will be authorized from outside the register. Upon receipt of such authority, the field appointing officer will determine the availability of eligibles from other sources. These sources will vary with each housing site. Contacts should be made with local United States, State, and municipal employment offices, building and trades councils, labor organizations, or technical and professional societies when appropriate. *Absence of Eligibles*

The district manager, in the absence of eligibles, may grant authority for appointment pending the establishment of a register of eligibles to positions for which an examination is pending or is to be announced. If applications are being accepted, the field appointing officer may request the certification of an applicant known to possess the required qualifications. If the closing *Section 2 of Civil Service Rule VIII*

date for acceptance of applications has passed, selections must be made from applicants who have filed for the examination. The district manager may submit a list of the names of applicants to which will be added upon request the names of individuals desired by the field appointing officer, who also have filed applications with the District Manager. Selection may be made from any of the names listed without regard to the order of ranking, in contrast to the procedure for probational and temporary certificates from regular registers. When a selection has been made, the field appointing officer should notify the appointee to report for duty and at that time secure and forward the following forms to:

1. The Civil Service District Manager:
 - a. Carbon of "Field Agreement," FWA 50-P (exhibit 6).
 - b. "Application Form 8," (exhibit 19), if not previously submitted.
 - c. Report of action taken, on carbon of list of applicants submitted by the District Manager.
2. To the Washington office:
 - a. "Application for Employment," FWA 41-P (exhibit 4).
 - b. "Classification Sheet (Field)," FWA 38-P (exhibit 5).
 - c. "Field Agreement," FWA 50-P (exhibit 6).
 - d. "Personnel Affidavit," Standard Form 47 (exhibit 12).
 - e. Copy of letter of authority from the District Manager.

Department Circular Letter No. 801 (exhibit E) outlines modifications of this rule in effect in Defense Agencies.

*Emergency
Recruitment*

In cases where urgent necessity makes it imperative that a position be filled without delay and where time does not permit the securing of specific prior authority, the Civil Service Commission has authorized emergency appointments for periods not to exceed 30 days, of individuals with or without Civil Service eligibility. The Civil Service District Manager must be notified (by telegram or telephone) of the necessity for the appointment. In special instances, such as may arise on evenings, weekends, or holidays, the employment should be effected and the Civil Service District Manager should be notified at the beginning of the next workday.

The field appointing officer will forward, via airmail, the following forms:

1. To the district manager:
 - a. One notarized copy of CSC Form 375 (exhibit 3).
 - b. "Application for Employment," FWA 41-P (exhibit 4).
 - c. "Classification Sheet (Field)," FWA 38-P (exhibit 5).
 - d. Two copies of "Field Agreement," FWA 50-P (exhibit 6), with the request that the original be stamped "Approved" and forwarded via airmail to the Federal Works Agency, Washington.
 - e. "Fingerprint Chart," CSC 2390 (exhibit 10).
 - f. "Personnel Affidavit," Standard Form 47 (exhibit 12).

*Civil Service
and Adminis-
trative Ap-
proval*

All appointments are subject to final approval by the Civil Service District Manager and by the Federal Works Administrator. The district manager will pass on the selection on the basis of the forms transmitted to him as indicated above.

If the action of the field appointing officer is approved, a letter, in duplicate, will be sent to the employee through the field appointing officer advising that the appointment has been confirmed by the Federal Works Administrator. The original should be given the employee and a copy retained in the project files.

Field appointing officers will find it necessary to employ mechanics for a few days to perform work of an emergency or nonrecurring nature at the prevailing occupational wage scale which will be considerably in excess of that allowed by the classification pay scale (exhibit 1).

*Personnel
Services on
Contract
Basis.*

If the total amount required to complete the job will not exceed \$100, arrangements for its performance should be made on a contract basis as outlined under Fiscal Practices, page F.035, rather than in accordance with Civil Service regulations.

"Fingerprint Chart": Fingerprints may be taken by boards of Civil Service Examiners at first- and second-class post offices, District Civil Service Commission offices, military establishments, or police departments.

*Completion
of Forms.*

"Field Agreement" should be completed and distributed as indicated above, retaining one copy in the project files and giving one copy to the employee. This form should not be executed prior to reporting for duty since it constitutes a certification of actual entrance on duty.

Furloughs may be made where the services of an employee may or must be dispensed with because of cessation of work, reorganization, or other similar reasons. A furlough will not be granted in lieu of separation unless there is reasonable expectancy that the employee may be returned to the same position within 6 months.

*SEPARATIONS
FROM THE
SERVICE*

Furloughs.

The procedure to be followed in effecting furloughs where a number of employees are to be furloughed will be in accordance with established Civil Service Rules and Regulations and any such contemplated action should be referred to Washington for check as to compliance with proper procedure.

Any field employee who desires to resign from the service should submit to the field appointing officer a letter of resignation addressed to the Director of Personnel to be transmitted to the Washington office. The field appointing officer shall attach to this letter a memorandum recommending the action to be taken. The employee (in his letter of resignation) and the field appointing officer (in his memorandum) shall make the resignation and the recommendation read "Effective at the expiration of accumulated and accrued annual leave. Last day of active duty (date)." A resignation shall show future address of the employee and the reasons for resignation.

Resignations.

An employee who has submitted his resignation may, upon the approval of the field appointing officer, the Director of Personnel, and the head of the division or administration, withdraw such resignation *before* the effective date thereof and be continued in service.

In cases where it is necessary to make reductions in field offices without prejudice, the Personnel Office in Washington should be notified as far in advance as possible by the head of the division or administration in order to ensure compliance with all regulations under the law.

*Separation
Without
Prejudice*

In general, no suspension shall be made by a field appointing officer without prior approval of the head of the division or administration and the Director of Personnel. This may be secured by telephone or telegraph in cases requiring immediate action. Where it is necessary to make suspension at once for the good of the service, and under the circumstances it is not possible to secure approval from the Washington office (such as in connection with a night-shift employee), the field appointing officer may make the suspension immediately. Such drastic cases shall be handled by wire or telephone to the Washington office, requesting confirmation as soon thereafter as practicable.

Suspensions.

When a field appointing officer has approval or confirmation of suspension, he shall immediately send a full statement of reasons for suspension to the Washington office.

In cases of nonurgent character, the statement shall be received in Washington at least 5 days before the effective date of the suspension in order that the necessary approvals and concurrences may be secured. Where the suspension is a temporary cessation of employment without pay, for purposes of disciplinary action, confirmation of action of the field appointing officer will be effected by the Personnel Office in Washington by formal letter to the employee with a copy to his supervisor, forwarded through official channels. In cases where suspensions are effected pending action with a view toward separation for cause, the Personnel Office will direct a letter to the employee with a copy to his supervisor, forwarded through official channels, preferring charges against him and usually allowing from 3 to 5 days after receipt by the employee in which to answer. The employee's letter answering the charges will be sent to the Washington office through the field appointing officer accompanied by any recommendations the appointing officer wishes to make. If administrative determination in Washington results in the confirmation of suspension and consequent separation of the employee, formal notice to this effect will be issued. If the charges are answered adequately by the employee and the recommendation of the field appointing officer is not deemed warranted, a restoration-to-duty order will be issued from Washington and the employee will resume work.

The name of each employee suspended for any reason shall not be removed from the pay roll until the field appointing officer has been duly authorized to do so by the Director of Personnel. The suspended employee shall be charged with leave without pay during the period of suspension. The later conversion of this leave into annual leave is a matter for administrative determination in the Washington office, and each case will be handled on its individual merits.

The field appointing officer may recommend suspension of an employee, without pay, for disciplinary purposes for an aggregate period not exceeding 90 days in any 12-month period. The determination of the length of suspension shall be made in Washington. Any recommended suspension which would have the effect of making greater than 90 days the aggregate time during which the affected employee is suspended without pay during the 12-month period, shall be deemed a recommendation for separation for cause and shall be subject to the provisions concerning such separations.

*Separation for
Cause*

The following shall be sufficient cause for removal, though removals may be made for other causes similar to those enumerated:

1. If the employee is incompetent or inefficient in the performance of his duties.
2. If the employee has been wantonly careless or negligent in the performance of his duties.
3. If the employee has been offensive in his conduct toward his fellow employees or toward the public.
4. If the employee has violated any lawful or official regulation or order or failed to obey any lawful and reasonable direction given him by his superior officer when such violation or failure to obey amounts to insubordination or serious breach of discipline which may reasonably be expected to result in a lower morale in the organization or to result in serious loss, inconvenience, or injury to the Agency or to the public.

5. If the employee has taken for personal use a fee, gift, or other valuable thing in the course of his work or in connection with it, when such fee, gift, or other valuable thing is given him by any person in the hope of or expectation of receiving a favor or better treatment than that accorded other persons.
6. If the employee during employment has been convicted of a criminal offense or of a misdemeanor involving moral turpitude (or has failed to disclose such prior circumstances in his application).
7. If the employee through negligence or wilful conduct has caused damage to public property or waste of public supplies.
8. If the employee has used his official authority or influence for the purpose of interfering with an election or affecting the result thereof, or has taken active part in political management or in political campaigns. For the purpose of this subdivision, however, the right to vote as the employee may choose and to express political opinions apart from any organized campaign shall be permitted.

In no case may an employee be removed on account of his racial, religious, or political opinions or affiliations, or for refusing to contribute to a political fund, or to render political services. Furthermore, there shall be no discrimination in removals because of membership or nonmembership in a union, or because of presentation of complaint or appeal or the testifying in connection with either of these.

Employees may be removed for cause only upon action by the Administrator of the Federal Works Agency after review by the Director of Personnel of written charges filed by the head of the division or administration. These written charges should be substantiated by a complete report of the facts of the case.

A recommendation for dismissal of an appointee during the probationary period may be submitted if a full and fair trial of not less than one month clearly indicates that the probationer is unfitted for the satisfactory performance of the duties to which he is assigned and shall include a full explanation of the reasons for such dismissal.

DISMISSAL
DURING
PROBATION

Employees other than custodial at defense housing projects, both permanent and temporary, shall observe a 39-hour week, 7 hours each day and 4 hours on Saturday. All employees in the Custodial Service shall observe a 44-hour week, 8 hours each day and 4 hours on Saturday. When the needs of the service so require, the hours of employees may be staggered or rearranged in order to keep certain employees on duty during necessary periods such as Saturday afternoons, Sundays, or holidays. These provisions are for actual working hours and do not apply to lunch hours which may be regulated and their length determined by the field appointing officer.

HOURS OF
DUTY

In event of an injury to an employee of the Federal Works Agency during the performance of his duty, field appointing officers shall follow the reporting system and Government injury compensation plan which is described in the booklet of "Regulations" of the United States Employees' Compensation Commission. The Washington office should be notified immediately regarding any serious injury so that proper fulfillment of the necessary steps will be ensured.

ACCIDENT
COMPENSATION

Section 2, Rule 1, of Civil Service Rules and Regulations as amended:

"* * * No discrimination shall be exercised, threatened or promised by any person in the executive civil service against or in favor of any applicant, eligible, or employee in the classified service because of race, or his poli-

RACIAL
RELATIONS
POLICY

tical, or religious opinions or affiliations except as may be authorized or required by law."

The Federal Works Agency is committed to a policy of nondiscrimination in employment opportunities and in the programs under its jurisdiction.

The Office of Race Relations has as one of its primary duties the improvement of opportunities for qualified Negro personnel in the Federal Works Agency.

Field appointing officers, as representatives of the Federal Works Agency, will be expected to carry out the policies of the Agency as well as the requirements of Civil Service as set forth above.

Revised Aug. 1, 1941

RETIREMENT

All employees of the Office of the Administrator who have Civil Service status or who are serving a probationary period are subject to the Retirement Act. Therefore 3½ percent of the pay check of each of these employees is regularly deducted for the Retirement Fund.

RETIREMENT
EMPLOYEES
SUBJECT

All employees (except laborers, mechanics, post office clerks and carriers, and employees engaged in hazardous occupations) must retire at the age of 70 or may retire at the age of 68 if they have had 30 or more years of service.

RETIREMENT
AGE

The general plan of retirement payments is the system known as the Non-Forfeiture Annuity. This plan provides for a regular monthly payment lasting from the time of retirement to the death of the annuitant with any unexpended balance at death going either to a designated beneficiary or to the estate of the annuitant.

BENEFITS

The Non-Forfeiture Annuity is computed by one of the plans and the employee can choose the plan which will give him the larger annuity.

COMPUTATION
OF ANNUITY

Plan 1. This annuity is composed of:

a. \$30 for each year of service up to 30 years (except that this portion must not exceed three-quarters of the average annual pay received by the employee during any 5 consecutive years of service; plus

b. the amount of annuity purchasable with the sum to the employee's individual account with 4 percent interest compounded annually.

Plan 2. This plan is to be used whenever Plan 1 does not produce a larger amount. The annuity under this plan is computed as follows: Multiply the average annual basic pay (not to exceed \$1,600 per annum), received by the employee during any 5 consecutive years of allowable service, by the number of years of service (not exceeding 30 years), and divide by 40. This method at a salary of \$1,600 or more at retirement with service of 30 years will yield \$1,200 per annum.

Plan 2 is provided in order to give those who come under the retirement system relatively late in life a higher minimum benefit than they would otherwise get.

Plan 1 on the other hand will yield a higher benefit to younger persons who will accumulate a greater amount in their individual account.

The following chart will illustrate the amounts received after various periods of service at various basic salaries:

| Average Salary | Retirement Income at Age of 70 After Service of— | | |
|----------------|---|----------|----------|
| | 15 years | 30 years | 45 years |
| \$1,280 ----- | \$520 | \$1,090 | \$1,310 |
| 1,440 ----- | 540 | 1,130 | 1,390 |
| 1,620 ----- | 600 | 1,200 | 1,470 |
| 2,000 ----- | 600 | 1,240 | 1,640 |
| 2,800 ----- | 615 | 1,370 | 1,910 |
| 3,800 ----- | 705 | 1,615 | 2,445 |
| 5,800 ----- | 840 | 1,990 | 3,250 |

There are two other general plans which may be chosen.

ALTERNATE
PLANS

This annuity is much the same as the general annuity system described above with the exception that any unexpended balance in the individual account is forfeited and returned to the general fund rather than being given to the

Forfeiture
Annuity

estate of the annuitant. The advantage of this plan is that it provides for a somewhat larger annuity than the nonforfeiture plan.

*Joint and
Survivorship
Annuity*

This plan provides for a somewhat reduced annuity during the life of the annuitant and payments to the designated beneficiary for life, beginning at the death of the annuitant.

This plan takes two general forms:

1. Option (a) in which the annuity to the beneficiary after the death of the annuitant is equal to the payments made to the annuitant.

2. Option (b) in which the annuity to the beneficiary after the death of the annuitant is one-half that received by the annuitant. Obviously the payments made to the annuitant under Option (b) are greater than those under Option (a). Also obvious is the fact that the payments under either Option (a) or (b) of the Joint and Survivorship Annuity will be less than the payments under the general Nonforfeiture Annuity Plan.

**DISABILITY
PROVISIONS**

Any person subject to the Retirement Act, who has had a minimum of 5 years of service, will receive an immediate annuity, calculated in the same manner as the regular annuity, upon proof of total disability. Application for Disability Annuity must be made prior to leaving the service or within 6 months thereafter.

**END OF
SERVICE
BEFORE RE-
TIREMENT AGE**

In the case of death of an employee, the total amount of the regular contributions which he has made with interest at 4 percent compounded annually, is returned to his designated beneficiary or to his estate.

*Death Prior
To Retirement*

*Involuntary
Separation
Prior to
Retirement*

An employee who is involuntarily separated may receive the total amount of the regular contributions which he has made with interest at 4 percent compounded annually, if the separation is not due to misconduct.

An employee so separated, who is 45 years old or over and who has had 15 or more years service, may elect one of the following alternatives to the above plan:

1. A fixed annuity to begin at the age of 70 computed as the regular annuity, or
2. A fixed annuity per year beginning at the time of separation if the employee is 55 or over, or beginning at the age of 55 if the employee is less than that age. The annual payment in this case is less than that under (1) above because of the younger age at which payments begin.

*Resignation
(or Separation with
Prejudice)
Prior to
Retirement.*

In either of these cases the employee has returned to him the total amount of his contributions with interest, minus a sum (called "tontine") of \$1 per month of service.

**ACQUISITION
OF STATUS
AFTER X
YEARS OF
SERVICE**

If employees who have not had civil service status are placed under the provisions of the Retirement Act, their retirement account is given credit for that portion of the retirement benefit which would have been paid for out of the general retirement fund for service rendered prior to the time they are placed under the Retirement Act. This also includes service in the Army, Navy, and Marine Corps. Application for previous service credit should be made by use of Civil Service Commission Form 3012.

If they wish, they may increase their retirement income by the amount which would have been purchased by their own contributions, if they deposit such contributions (on back salary from which no deductions were made) with compound interest at 4 percent. These deposits may be made in installments.

**VOLUNTARY
CONTRIBUTIONS**

Employees may increase the annuity they will receive by making voluntary deposits (in multiples of \$25, but not more than 10 percent of their total annual salary since 1920) of sums in addition to the regular 3½ percent contribution. These voluntary contributions bear interest at 3 percent compounded annually. In any case of resignation or separation the full amount of these voluntary contributions, with interest, is returned to the employee.

TRAINING

You have covered in some detail the procedures and policies that are to be followed in recruiting and establishing and operating a maintenance staff. The next step will be to introduce these people properly to the work on your project, so that they will quickly acquire the necessary knowledge and become adequate and competent help. **TRAINING**

You realize that even though the employees you have selected are basically qualified to do the work, they must still learn specific information about their jobs before they can properly fulfill their duties and responsibilities. This educational function which we call "personnel training" is your responsibility as a Housing Manager and to a large degree the efficiency of your staff will depend upon how well you do it.

The first approach is one of introduction or orientation to the fundamentals of the job. Your employees should be informed as to the type of agency they are becoming a part of, its make-up, organization, and relation to other Government departments. They should know and understand their status; working hours, holidays, annual and sick leave regulations, retirement, employee compensation, and any other privileges or obligations which are parts of their jobs. It is especially important that they learn of the defense housing program, the number of housing units in the project, the principles of tenant selection, the general physical structure, site lay-out, and the type of equipment with which each housing unit is supplied. **INTRODUCTION TO THE JOB**

These are general facts which employees should know so that in their relationships with the public and the organization they will know what they are doing and why. Most of this information is contained in the Managers' operating manual or in the supplementary kits of information with which you will be supplied.

It is not enough, however, to give the employees booklets and pamphlets. It is recommended that you also include a series of staff meetings for the purpose of discussing the content of the printed materials on the organization and for encouraging questions that will eliminate doubt as to policies and methods. This type of staff meeting proves valuable not only during the introductory period but also as a regular activity. Your staff will be kept alert and informed as to changes in policy and their knowledge of the problems of the project will continue to grow. **STAFF MEETINGS**

Actual job instruction, which is the second problem in training employees, is more specific in nature and requires more personal contact with the individuals assigned to the particular types of work. You are responsible for the calibre of work produced by your staff and it is essential that you or a designated staff assistant devote sufficient time to training new employees in job routine. **JOB INSTRUCTION**

It is impossible for an employee to perform an assignment efficiently unless he has an exact knowledge of the duties involved. So far as possible, a standard procedure, unless it is provided in the manual, is to be established and followed for each function, whether it is tenant selection, accounting, handling requests for maintenance repairs in the housing unit, collecting rentals, or answering the telephone. These procedures should be carefully explained or demonstrated to the employee before he undertakes the new assignment. Observation of his initial performance will determine whether he is following approved methods and practices and if he is not, further instruction can be given that will prevent the formation of poor working habits.

SUPERVISION

The degree of continued supervision to be exercised will depend upon your judgment of his skill and initiative. If the first training has been done thoroughly, less attention to his routine work will be required and fewer assignments will have to be redone. Staff training pays dividends in many ways, and not the least of them is the greater amount of time allowed administrative officers for nonroutine duties of management and planning. New employees are anxious to succeed and realize they are in need of guidance and assistance. Patience in demonstrations and explanations, judicious praise for progress in assignments, and prompt but courteous correction of mistakes are the elements of a good in-service training program. When these elements are present, the efficiency of new personnel rises rapidly and loyalty to the organization is developed and strengthened. You share an equal responsibility with the employee for his success on the job.

SERVICE RATINGS

Regulations in the Federal service require that every employee be rated annually, as of April 15, as to his efficiency on the job. A job classification describes in detail the duties, responsibilities, and qualifications required in a given position, and the service rating is designed to reflect the manner in which those duties are being performed. Ratings are prepared on United States Civil Service Commission Service Rating Form Nos. 3200 and 3201, copies of which are attached. The forms provide for a description of quality of performance, productiveness, and qualifications shown on the job. Prior to the completion of each rating period complete instructions concerning the procedure to be followed in making service ratings for the project staff will be sent out from the Washington office.

SERVICE
RATINGS

It is important that the manager, as a supervisory official responsible for rating employees, be thoroughly cognizant of the effect that his actions may have on the future of the employee being rated. If the rating is unfavorable, it may mean the loss of a promotion or even the denial of an opportunity to secure employment at some future date. It is important to recognize also that a too liberal attitude is not fair to the employee, because in that case his ability to perform his job satisfactorily is not properly evaluated.

IMPORTANCE
OF RATINGS

Service ratings should be looked upon as an opportunity to study the job, to discuss with the employee involved the opportunities presented by the job in order to determine how he may overcome any shortcomings, to compliment him on good work accomplished, and to encourage him to further improvement. Used in this way, the service rating is one of the most effective training tools available. Service ratings, then, are important not only to those being rated but also to the manager, since they reflect directly upon his ability to select, train, and supervise his staff.

USE OF
SERVICE
RATINGS

Since it is necessary to rate employees annually, the manager may find it helpful to make occasional informal notes for his files, of outstandingly good or bad work performed by the staff, so that such information may be referred to at the time service ratings are made. Such notes should not be made, however, unless the manager is willing to point out weaknesses, as well as strong points, at the time he observes them, so that the members of the staff will know where they stand and what they can do to improve their standing. An employee who knows that he will be commended for work well done and that his attention will be called promptly to poor work will respect his supervisor far more and be a much better employee than if the shock comes only at the time service ratings are distributed.

PRODUCTION
RECORDS

The manager may find, too, that before making the ratings official, it is very helpful both to him and to his employees to discuss the proposed rating with each one. This gives the employee an opportunity to point out items in which he believes he is being under-rated or over-rated. If he feels he has been rated too low it is possible that he may be able to produce evidence of good work or remind the manager of specific work on which he was commended, and which would justify a higher rating. At this time, too, the manager may find the informal notes referred to above to be of genuine assistance in clarifying points under discussion. At any rate, such a discussion will give the employee a chance to express his feelings, and the manager an opportunity to point out to him specific ways in which he can improve his performance on the job.

DISCUSSION
WITH
EMPLOYEE

On the other hand, if the job of rating employees is looked upon merely as one that has to be done to conform with certain regulations, then it had probably better be left undone.

It is important, finally, that sufficient time be devoted to this matter of rating employees in order to give to each one the very careful and thoughtful consideration that his importance deserves.

F.W.A.-8

Form 3200—(April 1935)
U. S. Civil Service Commission

| CLASSIFICATION SYMBOLS | | |
|------------------------|-------|----------------------|
| Service | Grade | Class |
| CAF | 3 | Ass't Clk. Steno. |

SERVICE RATING FORM

(Read instructions on back of this form)

Check one:

Supervisory ☐Nonsupervisory ☒

Name Jane Dough Department Federal Works Agency
Office of the Administrator— Defense Housing—Management — Indirect Operations
 (Bureau) (Division) (Section) (Subsection)

On lines below
mark employee:
✓ if neither strong
nor weak point.
— if weak point.
+ if strong point.

1. Underline the elements which are especially important in the position.
2. Mark nonsupervisory employees on all elements except those in *italics*.
3. Mark supervisory employees on all elements.

In boxes below rate employee:

- 1 or 2 if Excellent.
3 or 4 if Very Good.
5 or 6 if Good.
7 or 8 if Fair.
9 or 10 if Unsatisfactory.

I. QUALITY OF PERFORMANCE

- ✓ (a) Acceptability of work; thoroughness.
 ✓ (b) General dependability; accuracy.
 + (c) Neatness and orderliness of work.
 + (d) Skill with which the important procedures, instruments, or machines are employed in performing his duties.
 — (e) *Effectiveness in getting good work done by his unit.*

Rating
OfficerReviewing
Officer

4

II. PRODUCTIVENESS

Base rating primarily on element (a), if known; otherwise on (b) and (c).

- ✓ (a) Amount of work accomplished.
 + (b) Application of time, interest, and energy to duties; industry.
 ✓ (c) Promptness in completing assignments; speed.
 — (d) _____
 (State any other elements of this class considered)
 — (e) *Effectiveness in securing adequate output from his unit.*

5

III. QUALIFICATIONS SHOWN ON JOB

- ✓ (a) Knowledge of duties and related information.
 — (b) Ability to learn and to profit from experience.
 ✓ (c) Judgment, sense of proportion, common sense.
 ✓ (d) Initiative and resourcefulness.
 + (e) Cooperativeness; ability to work with and for others.
 — (f) _____
 (State any other elements of this class considered)
 — (g) *Effectiveness in developing and training employees.*
 — (Custodial only) Ability to perform such physical work as the job requires.

6

Sum of ratings . . . 15

Rated by Catherine Greene April 29, 1941
 (Rating officer) (Date)

Report to employee GOOD

Reviewed by Jane Grey 4-29-41
 (Reviewing officer) (Date)

On the whole, do you consider
the department and attitude
of this employee toward his
work to be satisfactory? . . .

Yes
(Answer "Yes", "No", or "Fairly so")

| Sum of Ratings | Report to Employee | Significance |
|----------------|--------------------|--|
| 3 - 7 | Excellent. | Promotable within grade if below top salary. |
| 8 - 13 | Very Good. | Promotable within grade if below top salary. |
| 14 - 19 | Good. | No salary change if receiving middle salary or above; if below middle, promotable not beyond middle salary.* |
| 20 - 24 | Fair. | Reduce one step if above middle salary.* |
| 25 - 30 | Unsatisfactory. | Dismiss from present position. |

* For Cu-2 and Cu-3 the fourth salary rate will be considered the middle salary.

F.W.A.-8

CONDUCT REPORT

(This space is to be used in case the question on the face of the sheet, regarding the employee's deportment and attitude, has been answered "No" or "Fairly so." In such a case give here a full statement of the particulars in which the employee's conduct has been unsatisfactory.)

(Rating officer)

INSTRUCTIONS TO RATING OFFICERS

1. Compare the qualifications and performance of each employee, as demonstrated by his work, with the actual needs of the position, considering the conditions under which the work must be done. Beginning with the lowest grade (CAF-1, P-1, SP-1, Cu-1, or CM-1), rate each series of classes (such as Junior Stenographer, CAF-2, Senior Stenographer, CAF-3, etc.) as a separate group. Keep in mind reasonable standards of performance for the various grades. The same rating standards should be applied to all competing employees in the same grade, irrespective of the fact that some may be receiving compensation at the minimum pay rate of the grade and others at higher rates.

2. The elements (a), (b), (c), etc., listed under each title (I, II, III) are not of equal importance. Underline the elements which are especially important in the position.

3. If the performance of an employee is neither strong nor weak with respect to an element, put a check mark (✓) on the line at the left of the element; if weak, a minus (-); if strong, a plus (+).

Differentiate carefully among the several elements. Extreme care should be taken to avoid basing all marks on some one strong or weak characteristic of the employee. A person who deserves a plus or minus on one element does not necessarily merit the same mark on all elements.

4. If in your judgment the employee is excellent on "I. Quality of Performance", indicate this by 1 or 2 in the box at the right;
- | | |
|-----------------------------|-----------------------------------|
| if very good..... by 3 or 4 | if fair..... by 7 or 8 |
| if good..... by 5 or 6 | if unsatisfactory..... by 9 or 10 |

Indicate your ratings on titles II and III in the same manner.

The numerical ratings on the titles (I, II, and III) are not derived by a mechanical summary of the element marks, but depend on the best judgment of the rating officer as to how well the employee meets the broader requirements of the position. This judgment is assisted by the element marks, but is not rigidly determined by them. These marks insure that the employee's performance on the elements which affect Quality of Performance, Productiveness, and Qualifications Shown on the Job will be considered.

5. The rating to be reported to the employee by the board of review is the adjective corresponding to "Sum of ratings" on I, II, and III, as given in the table at the bottom of the rating form.

6. Marks and ratings should first be made lightly with pencil. After all your employees have been rated, compare and consider the marks and ratings assigned to the various employees in the same classes, make any necessary alterations, and indicate the marks and ratings in black ink.

7. The name of an employee rated on a service of less than 90 days should be followed by the notation, "Less than 90 days."

8. The question on deportment should be answered "Yes", "No", or "Fairly so." If the answer is "No" or "Fairly so", it should be explained in the space provided above. Rating officers should not allow unsatisfactory conduct to influence marks or ratings, except as it may actually affect an employee's performance on some specific element or elements.

9. Complete the ratings promptly. Submit the signed and dated rating forms to the reviewing officer.

INSTRUCTIONS TO REVIEWING OFFICERS

1. Compare the marks and ratings assigned by the different rating officers under your supervision, noting such corrections as may be necessary to secure reasonable uniformity of standards and accuracy in the marks and in the ratings.

2. Make corrections with red ink, but do not cross out or erase the marks or ratings made by the rating officer. Before any marks or ratings are changed discuss them with the rating officer.

3. Submit the signed and dated rating forms to the board of review promptly.

F.W.A.-8

Form 3201—(April 1935)
U. S. Civil Service Commission

| CLASSIFICATION SYMBOLS | | |
|------------------------|-------|-------|
| Service | Grade | Class |
| | | |

SERVICE RATING FORM

(Read instructions on back of this form)

Check one:

Supervisory ☐Nonsupervisory ☐

Name _____ Department _____

(Bureau)

(Division)

(Section)

(Subsection)

On lines below
mark employee:
✓ if neither strong
nor weak point.
— if weak point.
+ if strong point.

1. Underline the elements which are especially important in the position.
2. Mark nonsupervisory employees on all elements except those in *italics*.
3. Mark supervisory employees on all elements.

In boxes below rate employee:

- 1 or 2 if Excellent.
3 or 4 if Very Good.
5 or 6 if Good.
7 or 8 if Fair.
9 or 10 if Unsatisfactory.

I. QUALITY OF PERFORMANCE

- (a) Thoroughness; adequacy of results.
----- (b) General dependability; accuracy of results.
----- (c) Technical skill with which the important procedures or instruments are employed in performing his duties.
----- (d) Original contributions to method or knowledge.
----- (e) *Effectiveness in getting good work done by his unit.*

Rating
OfficerReviewing
Officer
☐

II. PRODUCTIVENESS

- (a) Amount of work accomplished.
----- (b) Application of energy, interest, and technical resources to duties; industry.
----- (c) Effectiveness in planning so as to utilize time to best advantage.
----- (d) Completing assignments; making progress on assigned projects.
----- (e) Composing adequate reports or other required writings.
----- (f) _____
(State any other elements of this class considered)
----- (g) *Effectiveness in securing adequate output from his unit.*

☐

III. QUALIFICATIONS SHOWN ON JOB

- (a) Knowledge of particular field of work and of the fundamentals on which it is based.
----- (b) Analytical ability; constructive reasoning in the field of specialization.
----- (c) Scientific or professional attitude; fairness, freedom from bias.
----- (d) Judgment, sense of proportion, common sense.
----- (e) Initiative, resourcefulness; ability to grow.
----- (f) Cooperativeness; ability to work with and for others.
----- (g) _____
(State any other elements of this class considered)
----- (h) *Effectiveness in developing and training employees.*

☐

Sum of ratings . . . _____

Rated by _____
(Rating officer) (Date)

Report to employee

Reviewed by _____
(Reviewing officer) (Date)

On the whole, do you consider
the department and attitude
of this employee toward his
work to be satisfactory? . . .

(Answer "Yes", "No", or "Fairly so")

Sum of Ratings Report to Employee

Significance

- | | | |
|---------|-----------------|---|
| 3 - 7 | Excellent. | Promotable within grade if below top salary. |
| 8 - 13 | Very Good. | Promotable within grade if below top salary. |
| 14 - 19 | Good. | No salary change if receiving middle salary or above; if below middle, promotable not beyond middle salary. |
| 20 - 24 | Fair. | Reduce one step if above middle salary. |
| 25 - 30 | Unsatisfactory. | Dismiss from present position. |

F.W.A.-8

CONDUCT REPORT

(This space is to be used in case the question on the face of the sheet, regarding the employee's deportment and attitude, has been answered "No" or "Fairly so." In such a case give here a full statement of the particulars in which the employee's conduct has been unsatisfactory.)

(Rating officer)

INSTRUCTIONS TO RATING OFFICERS

1. Compare the qualifications and performance of each employee, as demonstrated by his work, with the actual needs of the position, considering the conditions under which the work must be done. Beginning with the lowest grade (CAF-1, P-1, SP-1, Cu-1, or CM-1), rate each series of classes (such as Junior Stenographer, CAF-2, Senior Stenographer, CAF-3, etc.) as a separate group. Keep in mind reasonable standards of performance for the various grades. The same rating standards should be applied to all competing employees in the same grade, irrespective of the fact that some may be receiving compensation at the minimum pay rate of the grade and others at higher rates.

2. The elements (a), (b), (c), etc., listed under each title (I, II, III) are not of equal importance. Underline the elements which are especially important in the position.

3. If the performance of an employee is neither strong nor weak with respect to an element, put a check mark (✓) on the line at the left of the element; if weak, a minus (−); if strong, a plus (+).

Differentiate carefully among the several elements. Extreme care should be taken to avoid basing all marks on some one strong or weak characteristic of the employee. A person who deserves a plus or minus on one element does not necessarily merit the same mark on all elements.

4. If in your judgment the employee is excellent on "I. Quality of Performance", indicate this by 1 or 2 in the box at the right;
 if very good..... by 3 or 4 if fair..... by 7 or 8
 if good..... by 5 or 6 if unsatisfactory..... by 9 or 10

Indicate your ratings on titles II and III in the same manner.

The numerical ratings on the titles (I, II, and III) are not derived by a mechanical summary of the element marks, but depend on the best judgment of the rating officer as to how well the employee meets the broader requirements of the position. This judgment is assisted by the element marks, but is not rigidly determined by them. These marks insure that the employee's performance on the elements which affect Quality of Performance, Productiveness, and Qualifications Shown on the Job will be considered.

5. The rating to be reported to the employee by the board of review is the adjective corresponding to "Sum of ratings" on I, II, and III, as given in the table at the bottom of the rating form.

6. Marks and ratings should first be made lightly with pencil. After all your employees have been rated, compare and consider the marks and ratings assigned to the various employees in the same classes, make any necessary alterations, and indicate the marks and ratings in black ink.

7. The name of an employee rated on a service of less than 90 days should be followed by the notation, "Less than 90 days."

8. The question on deportment should be answered "Yes", "No", or "Fairly so." If the answer is "No" or "Fairly so", it should be explained in the space provided above. Rating officers should not allow unsatisfactory conduct to influence marks or ratings, except as it may actually affect an employee's performance on some specific element or elements.

9. Complete the ratings promptly. Submit the signed and dated rating forms to the reviewing officer.

INSTRUCTIONS TO REVIEWING OFFICERS

1. Compare the marks and ratings assigned by the different rating officers under your supervision, noting such corrections as may be necessary to secure reasonable uniformity of standards and accuracy in the marks and in the ratings.

2. Make corrections with red ink, but do not cross out or erase the marks or ratings made by the rating officer. Before any marks or ratings are changed discuss them with the rating officer.

3. Submit the signed and dated rating forms to the board of review promptly.

DEFINITION OF PERSONNEL TERMS

The following definitions shall govern the interpretation of terms used in Personnel Administration in the Federal Works Agency.

Accumulated Annual Leave.—Unused annual leave, not exceeding 60 days, which has accrued during years prior to the current calendar year.

Accrued Leave.—That part of the current annual leave accumulated but not used during the expired part of the current calendar year.

Administrative or Normal Channels.—These are the supervisory or administrative lines of authority corresponding to the administrative structure of an organization, proceeding from the point of origin through all supervisory officers responsible for review or approval to the head of the organization or conversely from the appropriate supervisory official through subordinate officials to the employee responsible for the execution of the required duties.

Administrative Organization.—This includes the entire administrative and operating staff of the Federal Works Agency.

Allocation.—The designation of a position on the basis of duties and responsibilities as of a specific class and grade.

Certificate of Eligibles.—A list of names from the top of an appropriate register of eligibles, submitted upon request by the United States Civil Service Commission.

Civil Service Status.—An individual is said to have "Civil Service status" when he is serving in a position, in the competitive Civil Service under a permanent appointment or if, having so served, he is eligible for reinstatement to a position in the competitive Civil Service.

Civil Service Rating.—An individual has a Civil Service rating when he has successfully completed a Civil Service competitive examination and when his name appears on an eligible register maintained by the United States Civil Service Commission.

Classified (Competitive) Civil Service.—The general term used to include all positions in the Federal service which are subject to examination for appointment under Civil Service law and rules.

Classification Plan.—A system used in administration by which positions in the service or organization are grouped into classes, the classes are defined, and a code of rules for the application and administration of the Classification Plan is provided.

Class Title.—The name adopted in the plan of classification to designate each class and each position in a class on all pay rolls, budget estimates, and official personnel records pertaining to the position.

Confirmation of Appointment.—The formal approval by the Administrator of the action of the Housing Manager in the field in entering employees on duty.

Current Annual Leave.—The leave authorized by statute for the current year.

Demotion.—The change of an incumbent of one position to another position of a lower grade.

Emergency Employees.—Those whose compensation is paid from emergency funds and whose tenure of appointment is limited to the period for which the emergency funds are available.

Employee.—The incumbent of a position, holding the position in accordance with applicable law, rule, or regulation.

Eligible Register or Register of Eligibles.—The designation given a list of the names of persons who have been found qualified through suitable tests conducted by the United States Civil Service Commission for employment in positions in the competitive service.

Excepted Service.—The general term used to include all positions in the Federal service which are not subject to examination for appointment under Civil Service law and rules.

Field Appointing Officers.—Field executives and employees to whom appointing authority is delegated by the Administrator (and the constituent agencies) are designated and shall be known as Field Appointing Officers. Field Appointing Officers are Defense Housing Managers, Public Works Agency Regional Managers, and Regional Auditors. (Note: If other agencies receive this manual, their field appointing officers should be included.)

Furlough.—Temporary separation of an employee, without pay, made without prejudice to the employee and with intention to restore to duty in the same position within 6 months.

Increase in Rate of Pay or Administrative Increase.—Increase in compensation within the salary range of the same grade. These increases must have the prior approval of the Administrator.

Indefinite Employee.—One appointed for the "duration of the job" and who, although paid only when actually employed, is continuously employed or required to be available for duty for a period of not less than 1 month, as distinguished from part-time or intermittent employees.

Permanent Appointment.—Appointment to a permanent position on a continuous full-time basis without limitation as to length of service, such probationary term as is required by law or administrative regulation having been satisfactorily served in the same or another position.

Permanent Employee.—One appointed without limitation as to length of service or for definite periods in excess of 6 months.

Probational Appointment.—Appointment to a permanent position on a continuous full-time basis for a prespecified period of time prescribed by law or administrative regulation. If service rendered during this initial period is of satisfactory character the appointment becomes permanent.

Position.—An aggregation of duties to be performed and responsibilities to be exercised by one person. (Whether a position is at any time either occupied or vacant does not in itself change the identity or character of the position.)

Position Analysis.—The process of obtaining and evaluating all data relating to the work, responsibilities, organization relationships, and qualification requirements of a position for the purpose of allocating the position to a class.

Promotion.—The change of an incumbent of one position to a position in a higher grade.

Reemployment.—Employment of a former Federal employee whose services have been terminated during the probationary period.

Reemployment Register.—A register established by the United States Civil Service Commission comprising the names of former employees in the competitive service whose services were terminated during probation for reasons other than unsatisfactory service. Eligibles on this register are certified above those on the register.

Reinstatement, Eligibility for.—An individual is eligible for reinstatement when he possesses Civil Service status as a result of previous employment in the competitive Civil Service. No specific period of employment is required beyond that required to establish status in order to be reinstated in a defense position during the present emergency.

Resignation.—The voluntary separation from the service requested by the employee.

Restoration to Active Duty.—The return to full work and pay status of an employee who has been on "furlough" or for other reason has ceased for a temporary period to perform the duties and receive the pay of his regularly assigned position. This may include employees suspended with prejudice but who, on review or appeal, are determined eligible for continued employment.

Salary Reduction.—A decrease in salary within the salary range of the grade.

Separation With Prejudice.—The removal of an employee from his position for incompetence, insubordination, failure to render acceptable service, conduct detrimental to the interest of the service, or other similar reasons.

Separation Without Prejudice.—The separation of an employee from his position due to causes beyond his control, such as completion of work or cessation of the work due to lack of funds.

Suspension.—Temporary separation of an employee from his position without pay for purposes of disciplinary action or pending action with a view toward separation for cause.

Temporary Appointment.—Appointment to either a temporary or permanent position, but with a prespecified period of employment.

Temporary Employee.—One appointed for a definite period of time and not exceeding 6 months.

Transfer.—The change of an employee from one position to another position of the same class or a similar class of the same or different level, in the same or a different location or organization unit.

WAE.—The abbreviation in commonly accepted usage signifying "when actually employed." WAE employees are engaged on an annual salary basis and are paid a per diem or per hour rate based on the prorated annual compensation for the type of work involved (1/360 of annual rate).

Washington Office.—This is the term applied to that part of Federal Works Agency, located in Washington, which is administratively responsible for the review and approval of actions taken by field employees or field organizational units. -

Revised Aug. 1, 1941

UNITED STATES CIVIL SERVICE COMMISSION
CLASSIFICATION PAY SCALE
Act of July 3, 1930

| P | CAF | A | B | C | D | E | F | G | CU | SP |
|---|-----|------|-------------------|------|------------------|------|------|------|----|----|
| | | | | | Grade Average | | | | | |
| | | 600 | 600 | 660 | 720 | 780 | 840 | 840 | 1 | |
| | | 1020 | 1080 | 1140 | 1200 | 1260 | 1320 | 1380 | | 1 |
| | | 1080 | 1140 | 1200 | 1260 | 1320 | 1380 | 1380 | 2 | |
| | | 1200 | 1260 | 1320 | 1380 | 1440 | 1500 | 1500 | 3 | |
| | 1 | 1260 | 1320 | 1380 | 1440 | 1500 | 1560 | 1620 | | 2 |
| | | 1320 | 1380 | 1440 | 1500 | 1560 | 1620 | 1680 | 4 | |
| | 2 | 1440 | 1500 | 1560 | 1620 | 1680 | 1740 | 1800 | | 3 |
| | | 1500 | 1560 | 1620 | 1680 | 1740 | 1800 | 1860 | 5 | |
| | 3 | 1620 | 1680 | 1740 | 1800 | 1860 | 1920 | 1980 | | 4 |
| | | 1680 | 1740 | 1800 | 1860 | 1920 | 1980 | 2040 | 6 | |
| | 4 | 1800 | 1860 | 1920 | 1980 | 2040 | 2100 | 2160 | | 5 |
| | | 1860 | 1920 | 1980 | 2040 | 2100 | 2200 | 2300 | 7 | |
| 1 | 5 | 2000 | 2100 | 2200 | 2300 | 2400 | 2500 | 2600 | 8 | 6 |
| | 6 | 2300 | 2400 | 2500 | 2600 | 2700 | 2800 | 2900 | 9 | 7 |
| 2 | 7 | 2600 | 2700 | 2800 | 2900 | 3000 | 3100 | 3200 | 10 | 8 |
| | 8 | 2900 | 3000 | 3100 | 3200 | 3300 | 3400 | 3500 | | |
| 3 | 9 | 3200 | 3300 | 3400 | 3500 | 3600 | 3700 | 3800 | | |
| | 10 | 3500 | 3600 | 3700 | 3800 | 3900 | 4000 | 4100 | | |
| 4 | 11 | | 3800 | 4000 | 4200 | 4400 | 4600 | | | |
| 5 | 12 | | 4600 | 4800 | 5000 | 5200 | 5400 | | | |
| 6 | 13 | | 5600 | 5800 | 6000 | 6200 | 6400 | | | |
| 7 | 14 | | | 6500 | 6750 | 7000 | 7250 | 7500 | | |
| 8 | 15 | | | 8000 | 8250 | 8500 | 8750 | 9000 | | |
| 9 | 16 | | IN EXCESS OF 9000 | | | | | | | |

C. S. C. Standard Form No. 46
December 1939
(Supersedes Standard Forms
No. 15 and 16)

REQUEST FOR **TRANSFER**
REINSTATEMENT
CHANGE IN STATUS

Federal Works Agency, Division of Defense Housing
(Department or establishment)

WASHINGTON, D. C., _____, 194____

CIVIL SERVICE COMMISSION
WASHINGTON, D. C.

GENTLEMEN:

In accordance with the civil service rules, authority is requested for the

☒ transfer ☐ reinstatement ☐ change in status

of John Doe

January 13, 1910
(Date of birth)

Fredonia, Kansas
(Address)

FORMER CLASSIFIED STATUS
(In reinstatement cases)
PRESENT STATUS
(In transfer or change-in-status cases)

STATUS TO BE AUTHORIZED

Treasury
(Department)

Federal Works Agency
(Department)

Bureau of Accounts, Deposits
(Bureau or office)

Office of the Adm. Defense Hous. Proj.
(Bureau or office)

Accounting Clerk, CAF-3 \$1620
(Position, grade, and salary)

Accounting Clerk, CAF-3 \$1620
(Position, grade, and salary)

Topeka, Kansas
(City in which formerly employed)

Junction City, Kansas
(City in which to be employed)

(Date and manner of separation)
(In reinstatement cases)

(Members of family in civil service—in reinstatement cases)
(State names, degree of relationship, and where employed. If more than one
member of family is in the service, Form 1769 will be required)

MILITARY OR NAVAL SERVICE RECORD
(In reinstatement cases only)

Attachment

Form 375

CC: Treasury Department

(Signature) James C. Brown

(Official title) Field Appointing Officer

Form 375
October 1940UNITED STATES CIVIL SERVICE COMMISSION
WASHINGTON, D. C.

TEMPORARY APPOINTMENT, TRANSFER, REINSTATEMENT, OR PROMOTION, ETC.

(NONCOMPETITIVE)

(This form is used to determine, noncompetitively, the qualifications of a person when official action is proposed in his case. It should be submitted only through the appointing officer, and only when official action is proposed.)

Any false statement in an application, or alteration of a voucher or certificate, or presentation to the Commission of any such paper, is a violation of the law and punishable as such. All answers must be in ink or typewriting. If more space is required, an additional sheet securely fastened to this form may be used. Answers on such sheet should be numbered to correspond to questions.

GIVE DATES AND PERIODS OF TIME REQUIRED IN YEARS AND MONTHS AS ACCURATELY AS POSSIBLE

Print your name plainly in ink, or typewrite (one given name, initial or initials, and surname). If a woman, prefix "Miss" or "Mrs." and if married, use your own given name, as "Mrs. Mary L. Doe."

Miss Elizabeth Starnes

(Name)

103 Meridian

(R. D. or street address)

Chicago

(City or post office)

Cook

(County)

Illinois

(State)

(Telephone number)

Applicant will not fill the following blanks

Rating Application No.

Kind of examination

Place

Date

Application approved, 19.....

By whom approved

1. Are you a citizen of the United States? (Answer yes or no) Yes
2. Give (a) the date of your birth March 1, 1919 (b) the place of your birth Chicago, Illinois
3. Give in the blanks below a detailed statement of your education, including dates:
- (a) Grammar school: Attended from September, 1925, to June, 1933 Highest grade completed 8
- (b) High school: Name and location Central, Chicago, Illinois
- Attended from September, 1933, to June, 1937 Highest grade completed 12 Were you graduated? Yes

| (c) College or university (Give both graduate and undergraduate work) | | Dates of attendance (Give month and year) | | Semester-hours credit received | Major subject | | Degree conferred | Date of degree |
|---|----------|---|----|--------------------------------|---------------|--------------------|------------------|----------------|
| Name | Location | From | To | | Name | Sem. hrs. in major | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

- (d) Specify here any specialized courses which you have completed in high school, college, or elsewhere, and indicate the credits received for each course.
- Completed Business Course, Strayers Business College

- (e) Have you ever been admitted to the bar? Of what State? When?

4. Furnish in the blanks below a complete, comprehensive statement, showing every employment you have had since you first began to work, including your present employment, and accounting for all periods of unemployment. List employments chronologically, beginning with the earliest. If you acquired your experience under a different name from that shown above, indicate in the spaces below the name by which you were employed.

| Place of employment | | Dates of employment (Month and year) | NAME AND ADDRESS OF EMPLOYER (Give street address and city and State. If unemployed, give own address at that time) | Yearly salary or net earnings | NAME OF POSITION AND DESCRIPTION OF DUTIES |
|---------------------|-------|--------------------------------------|---|-------------------------------|--|
| 1 | City | From | Never employed | | |
| | State | To | | | |
| 2 | City | From | | | |
| | State | To | | | |
| 3 | City | From | | | |
| | State | To | | | |
| 4 | City | From | | | |
| | State | To | | | |
| 5 | City | From | | | |
| | State | To | | | |

IF MORE SPACE IS REQUIRED, CONTINUE YOUR ENTRIES ON A SEPARATE SHEET ARRANGED AS ABOVE 16-407

5. Have you ever been discharged or forced to resign from any position?

No
Yes or No

If answer is "Yes," state when and where employed and give the name and address of your employer and the reason for your discharge or forced resignation in each case.

6. Within the past 12 months have you used intoxicating beverages?

Yes
Yes or No

Habitually?

No
Yes or No

To excess?

No
Yes or No

8. If you have any practical knowledge of a Mechanical trade, name the trade or trades, and state the time you have worked at each, and when, where, and under whom, giving places and dates. (If you have served an apprenticeship, so state.)

9. If not now employed, state how long you have been unemployed Never employed

10. Have you ever been in the United States military or naval service? No (Yes or no) If so, give name of organization and dates of enlistment and discharge.

11. (a) Have you ever filed an application with this Commission or its representative for any branch of the United States Government service? Yes

| (b) If so, give information indicated regarding each examination. | Name each position for which examined, or for which application was filed | In what city were you, or are you to be, examined? | Give the date of each examination (Month and year) | Did you pass? (Answer "Yes" or "No") |
|---|---|--|--|--------------------------------------|
| | <u>Jr. Stenographer-Typist</u> | <u>Chicago</u> | <u>June 27, 1941</u> | <u>Yes</u> |

| 12. In what State or Territory have you legal or voting residence? | Length of such residence therein? (Residence must be shown up to date of June) | In what county have you legal or voting residence? | Length of such residence in county? (Residence must be shown up to date of June) |
|--|--|--|--|
| <u>Illinois</u> | From <u>3</u> , 19 <u>19</u> to <u>7</u> , 19 <u>41</u> (Month) (Year) (Month) (Year) | <u>Cook</u> | From <u>3</u> , 19 <u>19</u> to <u>7</u> , 19 <u>41</u> (Month) (Year) (Month) (Year) |

13. If during the past year you have not resided continuously in the State or Territory in which you claim legal or voting residence, or are not now actually living in such State or Territory, answer the following questions fully:

(a) For what periods since such residence was first established have you been absent therefrom? (Give dates)

(b) What is the name, address, and relationship of the person, if any, living at the place in the State or Territory in which you claim legal or voting residence?
Edward C. Stormes, 103 Meridian, Chicago, Ill.
Father

(c) Are you now a voter in such State or Territory? (Answer "Yes" or "No")
Yes

14. Are you a member of any political party or organization which advocates the overthrow of our constitutional form of government in the United States? No (Yes or No)

If so, name the organization

JURAT (OR OATH).—This jurat (or oath) must be executed.

The following oath must be taken before a notary public, the secretary of a United States civil service board of examiners or other officer authorized to administer oaths, before whom the applicant must appear in person. The following are among those not authorized to administer this oath: Postmasters, Army officers, post-office inspectors, and chief clerks and assistant chief clerks in the Railway Mail Service.

The composition and work in connection with any material required to be submitted for this examination are entirely my own, except where I have given full credit for quoted matter or the collaboration of others by quotation marks and references, and in the composition of the same I have received no assistance except as indicated fully in my explanatory statement.

I, the undersigned, DO SOLEMNLY SWEAR (OR AFFIRM) that the statements made by me in answer to the foregoing questions are full and true to the best of my knowledge and belief. SO HELP ME GOD.

If female, prefix "Miss" or "Mrs." and if married, use your own given name, as "Mrs. Mary E. Doe."

(Signature of applicant) Elizabeth Starnes
(Sign WITH PEN AND INK your name—one given name, initial or initials, and surname)

Subscribed and duly sworn to before me according to law by the above-named applicant, this 21 day of July, 1941, at city [or town] of Chicago county of Cook, and State [or Territory or District] of Illinois.

(Signature of officer) Henry Q. Milligan (Official title) Notary Public

My commission expires May 31, 1942

FWA 41-P
2-7-41FEDERAL WORKS AGENCY
OFFICE OF THE ADMINISTRATOR

IMPORTANT.—Return this form to Personnel Office, Federal Works Agency, Washington, D. C.

NOTE.—All questions should be carefully and specifically answered. Please write plainly, print, or type.

APPLICATION FOR EMPLOYMENT

Date

1. Name Taylor Leo Joseph
(Last) (First) (Middle) (Maiden name)
2. Home address Junction City, Kansas Telephone
3. Present address Junction City, Kansas Telephone
4. Legal residence—State Kansas Congressional district Length of residence 6 yrs.
5. Place of birth Washington Age 36 Date of birth—Mo. May Day 1 Yr. 1904
(State or country only)
6. Are you a United States citizen? Yes If you are a naturalized citizen, give:
Certificate No. Date Court
7. Mark (✓) correct space:

| SEX | | MARITAL STATUS | | | | | HEIGHT | WEIGHT |
|------|--------|----------------|---------|----------|---------|-----------|--------|--------|
| Male | Female | Single | Married | Divorced | Widowed | Separated | | |
| X | | | | X | | | 5' 6" | 144 |

8. Are you at present employed by the U. S. Government in a civil service position? No
Have you completed probationary period? Departmental or field service?
9. If not at present employed by the U. S. Government, are you eligible for reinstatement in accordance with civil service regulations? No
10. Are you receiving an annuity from the U. S. Government under the retirement act? No
11. Are you registered on the emergency replacement list maintained by the U. S. Civil Service Commission? No
If so, what classification? No
12. What Federal Civil Service examinations have you taken?

| TITLE OF EXAMINATION | DATE | GRADE |
|-----------------------------|----------------------|--------------|
| <u>Postal Clerk Carrier</u> | <u>Oct. 19, 1940</u> | <u>80.50</u> |
| | | |
| | | |

13. Do you hold (State, local, other political) office? No Specify:
14. Are you now an officer or director of any firm, corporation, or association having a contract with the Federal Works Agency or any of its constituent parts? No
15. Would you accept a position in Washington? No Anywhere in the United States? No
If not, state acceptable localities Anywhere in Kansas
16. Would you accept temporary work (yes or no) for 1 month? Yes 3 months? Yes 6 months? Yes
17. Would you accept a position the duties of which involve constant travel? No
18. How soon could you be available to start work? At once
19. State lowest entrance salary you will accept. For temporary work \$20.00 Mo. Permanent \$20.00 Mo.
20. Types of work or positions desired: Landscaping, Mail carrier, Packing, or Forest Service Work

21. Are you related to any person now employed by the Federal Government or that of the District of Columbia?
 _____es_____ Member of your immediate household? _____No_____ Specify: _____

| NAME | RELATIONSHIP | ADDRESS | DEPARTMENT IN WHICH EMPLOYED |
|-------------|--------------|---|-------------------------------|
| Henry Homer | Cousin | 1814 Sixteenth St. N. W. Washington, D. C. | U. S. Dept. of Agriculture |

22. Number of dependents: { Totally _____ Ages _____ Relationships _____
 Partially 2 Ages 15, 16 Relationships Son and daughter

23. State any physical defects or infirmities Partial injury of the eye

24. Have you ever been indicted or convicted of any violation of law other than a minor traffic violation? No
 If so, state name of court, nature of offense, and disposition of case _____

25. Are you—Veteran? No Disabled veteran? No Wife of disabled veteran? _____ Widow of veteran? _____
 Have you established military preference with the U. S. Civil Service Commission? _____

26. Do you receive a pension or other compensation from the Veterans Administration? No
 State particulars (if for disability, state percent and nature) _____

27. If you are—Wife of disabled veteran _____ or widow of veteran _____, state veteran's name, organization, and last year of service _____

28. Military and naval records:

| BRANCH OF SERVICE | RANK | ORGANIZATION | DATE ENLISTED | DATE DISCHARGED |
|-------------------|------|--------------|---------------|-----------------|
| None | — | — | — | — |

29. Education (circle number of years completed): Also Colville Mission 2 yrs. State Wash.

Elementary school 1 2 3 4 5 6 7 8 High school 1 2 3 4 5

Business school $\frac{1}{4}$ $\frac{1}{2}$ $\frac{3}{4}$ 1 2 College 1 2 3 4 5 6 Graduate 1 2 3 4

30. College and graduate education:

| NAME AND LOCATION OF COLLEGE | FROM— | TO— | HOURS CREDIT | MAJOR | DEGREE |
|------------------------------|-------|-----|--------------|-------|--------|
| | | | | | |
| | | | | | |
| | | | | | |

31. Other education Colville Mission 2 Yrs.

32. List fellowships, scholastic honors, and activities _____

33. If you are a licensed member of any profession, give details, including date of license _____
Forestry

34. Languages you translate readily _____ American _____ Speak fluently American

35. Check ability in the use of the following:

Fair Good

- ☐ ☐ Adding machine.
☐ ☐ Addressograph.
☐ ☐ Blueprint.
☐ ☐ Bookkeeping machine.
☐ ☐ Calculating machine.
☐ ☐ Comptometer.
☐ ☐ Dictaphone transcriber.
☐ ☐ Graphotype.
☐ ☐ Key-punch or verifier.
☐ ☐ Mimeograph.
☐ ☐ Multilith.

Fair Good

- ☐ ☐ Photostat.
☐ ☐ Shorthand—words per minute _____
☐ ☐ Sorter, punch-card.
☐ ☐ Stenotype.
☐ ☐ Switchboard, telephone.
☐ ☐ Tabulator.
☐ ☐ Teletype.
☐ ☐ Typewriter—words per minute _____
☐ ☐ Varytper.
☐ ☐ Telegraph.

Other Forest Work, Packing, Night
Watchman, Janitor Work

36. Experience: In the following spaces, give a complete record of all employment you have had, including Government employment and military service and accounting for all periods of unemployment. Begin with your present or last position and work back.

| DATES OF EMPLOYMENT (Month and year) | NAME AND ADDRESS OF EMPLOYER (If unemployed, give own address at that time) | LOWEST, HIGHEST, AND PRESENT SALARY PER ANNUM IN EACH POSITION | TITLE OF POSITION, AND REASON FOR LEAVING (If employed by Government, state last efficiency rating) |
|---|--|---|---|
| From— 1. Temp. To— | Name Brown Nursery Address Junction, City | \$4.00 daily Wages | Lawn and Landscaping to work for self. |
| From— 2. Temp. To— | Name Newt Reynolds Address Junction, City | \$3.60 Daily | Stone, cement work. Contract was over. |
| From— 3. At present To— employed | Name Brown Nursery Address Junction, City | | |
| From— 4. To— | Name Address | | |
| From— 5. To— | Name Address | | |
| From— 6. To— | Name Address | | |
| From— 7. To— | Name Address | | |
| From— 8. To— | Name Address | | |
| From— 9. To— | Name Address | | |
| From— 10. To— | Name Address | | |

(If more space is required, continue entries on a separate sheet arranged as above, and attach to application.)

May we write to your present employer? (Yes or no) Yes

37. Give below a description of the experience mentioned under question 36. Use a separate paragraph for each position, numbering each paragraph to correspond with the number of the position as listed under question 36.

Landscaping Experience 10 yrs. on lawns and landscaping

Stone and Terrace Work 3 yrs. experience

38. References (other than relatives) who have knowledge of your character, experience, and ability:

| FULL NAME | FULL ADDRESS | OCCUPATION |
|----------------|-----------------------|---------------|
| Frank Brown | Junction City, Kansas | Nursery Owner |
| Pete Madoris | " " " | Cafe Owner |
| R. V. Stoholm | " " " | Salesman |
| U. S. Weary | " " " | Lawyer |
| Mrs. Dr. Hanna | " " " | Dr. Wife |

I CERTIFY that the foregoing answers are correct to the best of my knowledge and belief. (Any false statement is sufficient cause for rejection of the application or dismissal after appointment.)

Date _____

Leo. Joseph Taylor
(Name as usually written and which will be used as official signature)

FWA 38-P
3-13-41
CLASSIFICATION SHEET

(LEAVE THIS SPACE BLANK)

FEDERAL WORKS AGENCY
OFFICE OF THE ADMINISTRATOR

FIELD SERVICE -- REGULAR ROLLS

1. Project Fort Riley Defense Housing 15-1

2. Name Taylor, Leo J. Proposed Position Unskilled Laborer Salary, \$ 1080 P.A.
(Surname first) (Title)

(a) Previous incumbent None

3. Duties { ☐ the same as those of } _____ Grade _____ Salary, \$ _____
 { ☐ similar to those of } _____

4. Number of regular working hours, per day 8; per week 44

(a) If this is not a full-time position, give full details Temporary-WAE for a period
not to exceed 120 days.

5. Title of appropriation or fund from which salary is paid Appropriation Limitation Account
Symbol 80x0107,001 National Defense Housing, Office of the Administrator.

6. Description of work: (Follow instructions carefully)

All other expenditures WAE Stage of
time given to
each task

Describe explicitly each task performed, giving first the regular and more important tasks, and second the less important and incidental duties. Use a separate paragraph for each task and number the paragraphs. In the column at the right state the estimated percentage of the total time required for each task.

To sweep, scrub, mop and polish floors, wash windows, walls and woodwork; collect and dispose of garbage and rubbish; to

Mow lawns; trim hedges and shrubbery; pull and cut weeds; water grass, flowers and other plants;

To move furniture and place and repair awnings and screens;

To make simple repairs to the walks, fences, roads and public areas;

To dig ditches, holes and similar excavations; lift and carry and pile lumber; mix and carry cement, concrete and plaster; pass tools; and perform other similar tasks in assisting those engaged in semi-skilled and skilled work; and

To perform other similar work as assigned.

6. Description of work: (Continued)

7. How long have the employee's duties been substantially as described above? Work just beginning
8. What is the nature of the supervision under which the work is performed? Describe the extent of the responsibility of this position? Under general supervision of Housing Manager and under direct supervision of Maintenance Aide (CU-6)
9. For what purpose is any part of the employee's work reviewed? _____
10. Does the position involve supervision over other employees? Yes _____ No X If the answer is "Yes" give names, titles, and grades of employees supervised _____
11. Give name, title, and grade of employee's immediate superior Charles E. Singleton, Maintenance Aide CU-6
12. State the requirements (education, training, experience, etc.) for the work:

| Educational Training | Experience and other special qualifications | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|---|---|---|---|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---|---|---|---|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---|
| <p>Indicate by an "X" the highest grade or year.</p> <p>Elementary school ----- <table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input checked="" type="checkbox"/></td> </tr> </table></p> <p>High school ----- <table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table></p> <p>College ----- <table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table></p> <p>Technical or post-graduate: Kind and extent _____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | 1 | 2 | 3 | 4 | 5 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 1 | 2 | 3 | 4 | 5 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <p>Twelve years' experience as farmer and landscaper. Recent.</p> |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Date June 16, 1941 Preparing officer Henry Hubbard Field Appointing Officer _____

(Signature)

(Title)

Date _____ Approved _____

(Signature)

(Title)

FWA 50-P
7-1-41FEDERAL WORKS AGENCY
Office of the Administrator
FIELD AGREEMENT

Civil Service Approval

John C. Brown

(Name)

306 Albemarle St., Phoenix, Ariz.

(Address)

C.S. Cert. or File No.

You are hereby employed as Jr. Maintenance Aide at CU-5, \$1500

(Title)

(Grade and salary)

with the Office of the Administrator, Federal Works Agency, Phoenix, Arizona

(Project location)

effective 8/16/41 for a period of 90 days

(Entrance on duty)

(Duration if temporary)

Nature of Appointment: (specify)

Temporary

(Temporary, probational, reinstatement, transfer, etc.)

John F. Brown

(Signature of Field Appointing Officer)

Do you now hold any State, Federal or Municipal office? No If so, state below:

(Title)

(Location)

(Date Appointment Expires)

Place of Birth Tennessee

(State or County only)

If Naturalized Citizen

Give: Cert. No. _____ Date _____ Court _____

I, John C. Brown, certify that the foregoing answers are correct to the best of my knowledge and belief and I accept the above employment under the conditions named. I do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So Help Me God.

John C. Brown

(Signature of Appointee)

(seal)

Subscribed and sworn to before me this 16 day ofAugust A.D. 19 41 at Phoenix, Ariz.

(City and State)

Henry Kirk

Notarize Original Only.

My commission expires August 31, 1943

Form 3464
June 1940UNITED STATES CIVIL SERVICE COMMISSION
WASHINGTON D. C.

PERSONNEL INFORMATION SHEET

Read Instruction Sheet, Form 3465, before filling out this form. All current information on Form 3464 should be reported as of June 15, 1940

(Print or type)

July 21, 1941
(Date)

1. Name: Starnes Elizabeth
(Last) (First) (Middle)

Mailing address: 103 Meridian, Chicago Illinois
(Number and street) (City) (State)

Place of employment: Federal Works Agency Office of the Administrator.
(Department or Agency) (Bureau)

Defense Housing East Alton, Illinois
(Division) (Section) (City) (State)

2. Present salary:

Indicate basis

\$1440 per ☒ Year. ☐ Day.
☐ Month. ☐ Hour.
☐ Week. ☐ Other.

3. Date of birth:

March 1 1919
(Month) (Day) (Year)

If "Other," specify _____

4. Give a statement of your education or training in the blanks below. (See also Question 23.)

(a) Elementary school (circle number of years completed): 1 2 3 4 5 6 7 **8**

| Name and location of school | When attended (Month and year) | | Indicate years completed (Write "Grad" if you graduated) | Title of degree received | Semester hours credit received |
|---|-----------------------------------|---------|--|-----------------------------|-----------------------------------|
| | From— | To— | | | |
| (b) Junior high school: | | | | | |
| (c) Trade school: | | | | | |
| (d) High school: | 9-5-33 | 6-12-37 | Grad 12 | | |
| (e) Other school: <u>Strayers Business College</u> | 9-15-39 | 4-12-41 | Grad | | |
| (f) College or university: | | | | | |
| (g) Graduate school: | | | | | |

5. College major and minor subjects:

List in the blanks below your major and minor subjects, giving the number of semester hours in each field. Indicate graduate and undergraduate work separately.

| Field of work | | Semester hours | (Do not use) |
|---------------|--|----------------|--------------|
| Majors | | | Major |
| Minors | | | Minor |

6. What foreign languages do you speak fluently, or read readily?

Speak None

Read _____

7. If you are licensed or registered, check proper square:

- 1 ☐ Licensed to practice law.
 2a ☐ Licensed to practice medicine.
 2b ☐ Licensed to practice dentistry.
 2c ☐ Licensed to practice veterinary science.
 3 ☐ Registered pharmacist.
 4 ☐ Registered or graduate nurse.
 5a ☐ Licensed as architect.
 5b ☐ Licensed as professional engineer.
 6 ☐ Certified public accountant.
 7 ☐ Marine license: Kind _____
 8 ☐ Licensed as stationary or operating engineer.
 9 ☐ Licensed as aeronautical pilot or mechanic.
 0 ☐ Other license (specify) _____

8. Place of birth:

Place Illinois
(State or country only)If naturalized citizen,
give: Cert. No. _____ Date _____

Court _____

9. Classification of position for salary purposes (check service and grade):

| Service | Grade |
|--|---|
| 0 <input type="checkbox"/> Unclassified. | 1 <input type="checkbox"/> 10 <input type="checkbox"/> |
| 1 <input checked="" type="checkbox"/> CAF (clerical, administrative and fiscal). | 2 <input checked="" type="checkbox"/> 11 <input type="checkbox"/> |
| 2 <input type="checkbox"/> CM (clerical-mechanical). | 3 <input type="checkbox"/> 12 <input type="checkbox"/> |
| 3 <input type="checkbox"/> CU (custodial). | 4 <input type="checkbox"/> 13 <input type="checkbox"/> |
| 4 <input type="checkbox"/> P (professional). | 5 <input type="checkbox"/> 14 <input type="checkbox"/> |
| 5 <input type="checkbox"/> SP (subprofessional). | 6 <input type="checkbox"/> 15 <input type="checkbox"/> |
| 6 <input type="checkbox"/> EO (Executive order). | 7 <input type="checkbox"/> 16 <input type="checkbox"/> |
| 7 <input type="checkbox"/> FCS (field service of Interior Department only) | 8 <input type="checkbox"/> 17 <input type="checkbox"/> |
| 8 <input type="checkbox"/> Special act. | 9 <input type="checkbox"/> 18 <input type="checkbox"/> |
| | 19 <input type="checkbox"/> |

Other service (specify) _____

10. Status of present position (check one):

- 0 ☐ Classified departmental.
 1 ☒ Classified field.
 2 ☐ Under labor regulations.
 3 ☐ Excepted positions, schedule A.
 4 ☐ Excepted positions, schedule B.
 5 ☐ Excepted by statute.
 6 ☐ Presidential appointment.
 7 ☐ Excepted by Executive order.
 8 ☐ Outside labor regulations.
 9 ☐ Temporary (check if you are a temporary appointee, regardless of the type of position you hold).

11. Individual status with respect to civil service:

Have you ever held, or do you now hold

- (a) a probational or permanent civil-service appointment as a result of a civil-service examination (competitive or noncompetitive)? Yes
(Yes or no)

- (b) an appointment under the civil-service labor regulations? _____
(Yes or no)

If you now hold a probational appointment, indicate date on which your probation will be completed. Jan. 20, 1942
(Date)Give length of entire Federal service: None
(Years) (Months)

12. Marital status, dependents:

(Do not fill in)

- 0 ☒ Single. } 5
 1 ☐ Married. } 6
 2 ☐ Separated. } 7
 3 ☐ Divorced. } 8
 4 ☐ Widowed. } 9

Marital status
(Check one)☐ 0 Dependents (Number completely dependent on you, other than husband or wife).

13. Race and sex:

- | Male | Female |
|------------------------------------|---------------------------------------|
| 1 <input type="checkbox"/> White | <input checked="" type="checkbox"/> 6 |
| 2 <input type="checkbox"/> Negro | <input type="checkbox"/> 7 |
| 3 <input type="checkbox"/> Indian | <input type="checkbox"/> 8 |
| 4 <input type="checkbox"/> Yellow | <input type="checkbox"/> 9 |
| 5 <input type="checkbox"/> Malayan | <input type="checkbox"/> 0 |
- (Check in left column if male, right column if female.)

14. Military preference (check one):

(Do not fill in)

- 1 ☒ None. 6
 2 ☐ Veteran preference (5-point). 7
 3 ☐ Disability preference (10-point). 8
 4 ☐ Wife of disabled veteran (10-point). 9
 5 ☐ Widow of veteran (10-point). 0

If a veteran, indicate

branch of service: _____

15. Are you now a member of the National Guard, or a member of the Reserves of the Navy, Army, Marine Corps, Coast Guard, or Public Health Service? No
(Yes or no)

Rank: _____

Service: _____

Branch: _____

16. Legal or voting residence:

Illinois 5
(State only) (Congressional district)

17. Experience record (before filling out this section be sure to read Item 17 on Instruction Sheet):

17. Expendable Record (please bring out this section to be sure to read item 17 on instruction sheet):

In the following blanks, give a complete record of all your significant Government and private employment, starting with present position, listing positions you have held in reverse chronological order. Give basis of pay for each job, as: Hour, day, week, month, or year. Attach list of any publications or inventions of which you are author or inventor at bottom of page. Omit jobs of less than 3 months' duration. List duties and functions in such form that your special qualifications are clear.

| <p>Name: _____</p> <p>Address: _____</p> <p>City and State: _____</p> <p>Kind of establishment or shop: _____</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="2" style="text-align: center;">Dates</th> </tr> <tr> <td style="width: 50%;">From—</td> <td style="width: 50%;">To—</td> </tr> <tr> <td style="height: 40px;"></td> <td></td> </tr> </table> <div style="border: 1px solid black; padding: 5px; text-align: center; margin-top: 5px;"> (Do not use this space) </div> | Dates | | From— | To— | | | <p>Title of job: _____</p> <p>Your duties and specialty: _____</p> <p style="text-align: right;">\$ _____ per</p> <p>Machines or equipment used: _____</p> |
|--|-------|--|-------|-----|--|--|--|
| Dates | | | | | | | |
| From— | To— | | | | | | |
| | | | | | | | |
| <p>Name: _____</p> <p>Address: _____</p> <p>City and State: _____</p> <p>Kind of establishment or shop: _____</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="2" style="text-align: center;">Dates</th> </tr> <tr> <td style="width: 50%;">From—</td> <td style="width: 50%;">To—</td> </tr> <tr> <td style="height: 40px;"></td> <td></td> </tr> </table> <div style="border: 1px solid black; padding: 5px; text-align: center; margin-top: 5px;"> (Do not use this space) </div> | Dates | | From— | To— | | | <p>Title of job: _____</p> <p>Your duties and specialty: _____</p> <p style="text-align: right;">\$ _____ per</p> <p>Machines or equipment used: _____</p> |
| Dates | | | | | | | |
| From— | To— | | | | | | |
| | | | | | | | |
| <p>Name: _____</p> <p>Address: _____</p> <p>City and State: _____</p> <p>Kind of establishment or shop: _____</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="2" style="text-align: center;">Dates</th> </tr> <tr> <td style="width: 50%;">From—</td> <td style="width: 50%;">To—</td> </tr> <tr> <td style="height: 40px;"></td> <td></td> </tr> </table> <div style="border: 1px solid black; padding: 5px; text-align: center; margin-top: 5px;"> (Do not use this space) </div> | Dates | | From— | To— | | | <p>Title of job: _____</p> <p>Your duties and specialty: _____</p> <p style="text-align: right;">\$ _____ per</p> <p>Machines or equipment used: _____</p> |
| Dates | | | | | | | |
| From— | To— | | | | | | |
| | | | | | | | |
| <p>Name: _____</p> <p>Address: _____</p> <p>City and State: _____</p> <p>Kind of establishment or shop: _____</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="2" style="text-align: center;">Dates</th> </tr> <tr> <td style="width: 50%;">From—</td> <td style="width: 50%;">To—</td> </tr> <tr> <td style="height: 40px;"></td> <td></td> </tr> </table> <div style="border: 1px solid black; padding: 5px; text-align: center; margin-top: 5px;"> (Do not use this space) </div> | Dates | | From— | To— | | | <p>Title of job: _____</p> <p>Your duties and specialty: _____</p> <p style="text-align: right;">\$ _____ per</p> <p>Machines or equipment used: _____</p> |
| Dates | | | | | | | |
| From— | To— | | | | | | |
| | | | | | | | |

(If additional space is necessary, use "Continuation sheet" (C. S. C. Form 3464b) and attach here)

18. What Federal civil service examinations have you passed?

| Title of examination | Year given |
|-------------------------|------------|
| Jr. Stenographer-Typist | 1941 |
| | |
| | |

19. Height and Weight:

Height 5 4 Weight 123
 (Feet) (Inches) (Pounds)

20. Physical condition:

Specify any physical defect, disease or disability. If none, write "None."

(Specify) None

21. Technical avocations (check):

- 0 ☐ Marksmanship.
 1 ☐ Motion pictures and photography.
 2 ☐ Short-wave radio operation.
 3 ☐ Aviation.
 4 ☐ Art work (specify).
 5 ☐ Organizing and public speaking.
 6 ☐ Musical arts (specify).
 7 ☐ Handicraft (specify).
 8 ☐ Mountaineering and exploring.
 9 ☐ Other (specify).

24. If you have any preference for types of positions other than that you now hold, indicate in order of preference

If you desire a transfer to some other locality, state where

1. _____ Indicate lowest
 2. _____ acceptable salary \$ _____
 _____ Indicate lowest
 _____ acceptable salary \$ _____

22. Check below ability in the following:

| Fair | Good | Fair | Good |
|--------------------------|-------------------------------------|--------------------------|-------------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other _____

(Specify)

23. List below any specialized training or courses you have taken other than those covered in item 5, which have a bearing on your qualifications, and indicate time spent on each.

| Name of school and course taken | Weeks | Hours per week |
|---------------------------------|-------|----------------|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |

I CERTIFY that the foregoing answers are correct to the best of my knowledge and belief.

Elizabeth Starnes

(Name which is used as official signature)

This form must be executed by the appointee before he enters on duty. It must then be forwarded promptly to the CIVIL SERVICE OFFICE which certified the appointee's name. The Department Officer before whom the certificate is made must sign the statement on the reverse of this sheet.

Form 124b-Field
December 1940

UNITED STATES CIVIL SERVICE COMMISSION

Federal Works Agency, Public Works Administration
(Branch of service or department)

Chicago

Illinois

(Name of city)

(State)

DECLARATION OF APPOINTEE

ATTENTION IS DIRECTED TO THE PROVISIONS OF LAW AS QUOTED ON ATTACHED FORM. False personation in an examination is a criminal offense, and will be prosecuted accordingly. Appointee will retain attached form. (Every question must be answered.)

1. Name Elizabeth S. arnes
(Furnish one given name, initial or initials, if any, and surname)
2. (a) Place of birth Chicago, Illinois (b) Date of birth 3-1-19
(c) Are you a citizen of the United States? Yes
(Yes or no)
3. If foreign-born, give the information requested below:
 - (a) Date of arrival in the United States _____ (b) Port of entry _____ (c) Name of ship _____
 - (d) If naturalized: (1) Under what name naturalized? _____ (2) When? _____
 - (3) Where naturalized (name and location of court)? _____ (4) Certificate of citizenship number _____
 - (e) If naturalized through parent: (1) Under what name was parent naturalized? _____
 - (2) When was parent naturalized? _____
 - (3) Where was parent naturalized (name and location of court)? _____
 - (4) Parent's certificate of citizenship number _____
 - (f) If naturalized through marriage: (1) Under what name was husband naturalized? _____
 - (2) When was husband naturalized? _____ (3) Where was husband naturalized (name and location of court)? _____
 - (4) Husband's certificate of citizenship number _____
- (a) Name of father Edward C. Starnes
- (b) Address (if living) 103 Meridian, Chicago, Illinois
- (c) Place and date of birth Chicago, Illinois; 3-19-74
5. (a) Maiden name of mother Mary Anne Kelley
- (b) Address (if living) 103 Meridian, Chicago, Illinois
- (c) Place and date of birth Toledo, Ohio; 5-10-86
6. From what examination are you being appointed? Stenographer-Typist
7. To what position are you being appointed? Junior Clerk Stenographer
8. Are any members of your family or relatives (either blood or by marriage) in any part of the service of the United States (executive, judicial, legislative, military, or naval)? Answer "Yes" or "No" Yes. If so, fill in the following blanks stating, under "Relationship," whether the connection is by blood or marriage. (See sec. I of attached form.) If additional space is necessary, attach a sheet.

| Name | Post-office Address (Give street number, if any) | Position and Department or Office in Which Employed | Relationship | Married or Single |
|----------------------|--|---|---------------------|----------------------|
| <u>Harry Starnes</u> | <u>2635 Highland Drive Altoona, Pennsylvania</u> | Position <u>Clerk</u> Department or office <u>Postoffice</u> | Blood Brother | Married |
| <u>Paul Bailey</u> | <u>2107 Hillside Road Chicago, Illinois</u> | Position <u>Engineer</u> Department or office <u>Agriculture</u> | Uncle - Marriage | Married |
| <u>Helen Kelley</u> | <u>1201 Nebraska Ave. Washington, D. C.</u> | Position <u>Stenographer</u> Department or office <u>War</u> | Cousin - Blood | Single |

9. Were any of the above-named persons appointed to the Government service after you made your application for this position? Yes. If so, give the name of each such person and state whether he is living in the same house with you Helen Kelley - isn't living with me.
10. What is your present address (give street and number, city, and State)? 103 Meridian, Chicago, Illinois
How long have you resided at this address? 5-1-39
 - (a) Are you holding any position or office under the United States or under any State, Territory, county, or municipality? No
(Yes or no)
 - (b) If so, state the place, position, and salary _____
 - (c) Are you willing to resign such position or office, upon appointment in the Federal Government, if it becomes necessary to do so in order to hold the Federal position? _____
(Yes or no)

12. (a) Have you served in any branch of the military or naval service of the United States at any time? No
(Yes or no)
- (b) If discharged, state under what conditions _____
(Honorable, dishonorable, inaptitude, etc.)
13. Have you been retired from (a) U. S. Government service? _____ (b) District of Columbia government? _____
(c) U. S. military or naval service? _____ If so, state whether for age, length of service, or disability _____
Amount of retirement pay _____ Rank when retired from military or naval service _____
14. Have you been discharged for cause or have you resigned any position under compulsion since filing your application for this position? _____ If so, attach a sheet giving the date, place, employer's name and address, and the reason for the discharge or forced resignation in each case.
(Yes or no)
15. Have you ever been arrested or fined, or convicted of any offense? No If so, attach a sheet and give full details showing
(Yes or no) dates, places, and nature of offenses, and the manner in which all charges have been disposed of that are not still pending. (Your answer should include all felonies and all misdemeanors.)
16. Have you ever been barred from a U. S. civil-service examination? No If so, when and for what reason? _____
(Yes or no)
17. Have you paid or offered or promised to pay any money or any other thing of value to any person, firm, or corporation for the use of influence to procure your appointment? No
(Yes or no)
18. Are you a member of any Communist or German Bund organization or any political party or organization which advocates the overthrow of our constitutional form of government in the United States, or do you have membership in or any affiliation with any group, association, or organization which advocates, or lends support to any organization or movement advocating, the overthrow of our constitutional form of government in the United States? No If so, name the organization and give complete details on sheet to be attached hereto.
(Yes or no)
19. Will you inform yourself of and observe the provisions of the civil-service law and rules and Executive orders concerning political activity, political coercion, political assessments, use of influence to secure promotion, etc., as quoted on the attached form?
Yes

I hereby certify that the answers to the foregoing questions are true in every particular.

Date 7-21-41

Elizabeth Starnes
(Signature of appointee—Must correspond exactly with name given in answer to question 1)

APPOINTING OFFICER BEFORE WHOM THE FOREGOING CERTIFICATE IS MADE:

Before appointment is further considered this form must be submitted to the appropriate civil-service office for approval if—

- (1) *Citizenship*.—Answer to question 2 (a) hereon shows foreign birth, while answer to similar question in the application shows birth in the United States.
- (2) *Age*.—Discrepancy exists between the answer given to question 2 (b) hereon and that given to the corresponding question in the application, and if questioning of the applicant (in the manner described in Departmental Circular No. 195) either substantiates doubt as to eligibility or indicates willful misrepresentation. (This instruction applies only in probationary appointments.)
- (3) *Members of family*.—Answer to question 8 hereon includes the names of two or more persons at the same address as the appointee.
- (4) The appointee holds any State, Territorial, county, or municipal office or position, whether by election or appointment, in possible contravention of the Executive orders of January 17 and 28, 1873, and does not agree to resign such position or office if necessary. (See Civil Service Commission Form 1236 quoting these orders and listing exceptions thereto.) (See applicant's answer to questions 11 (a), (b), and (c).)

If the appointee's answer to question 18 is "Yes," he cannot be given appointment.

Please fill in and sign the following in connection with probationary appointment.

Have you, for purposes of identification and to prevent impersonation—

- (1) Questioned the appointee on his personal history for agreement with his application statements? Yes
- (2) Checked the appointee's personal and physical appearance for agreement with his medical certificate and descriptions given in preliminary and declaration sheet? Yes
- (3) Checked the appointee's signature and handwriting in this form with that in the examination papers and application? Yes

The above certificate was executed before me, in his own handwriting, by the identical person who has reported for assignment to duty. The appointee has been identified satisfactorily by the method described in Departmental Circular No. 195.

This is to be signed by a field officer of the department or bureau to which the appointee belongs, not by a notary public, and does not need to be sworn to.

Henry Hubbard
(Official signature)
Field Appointing Officer
(Official title)

INFORMATION FOR APPOINTEE

(The appointee will detach this portion of the sheet and retain it for his information and guidance)

I. APPOINTMENT OF MORE THAN TWO MEMBERS OF A FAMILY

Section 9 of the Civil Service Act provides that whenever there are already two or more members of a family in the classified service no other member of such family is eligible for appointment in that service. As ineligibility may result from the appointment of some member or members of an applicant's family, prompt report of any such appointment must be made to the Commission. Eligibles are warned that they should not accept appointment contrary to this provision of law, and if they are ineligible any expense incurred in reporting for duty or otherwise will be at their own risk.

The appointment of some member or members of the applicant's family may cause ineligibility, and questions 5 and 6 are intended to prevent appointment of a person who thus becomes ineligible. The Attorney General has decided that the family consists of those who live under the same roof with the head of the family and form a part of his fireside, but when they branch out and become heads of new establishments they cease to be a part of the father's family.

Under an opinion of the Attorney General an appointment is illegal if the appointing officer overlooks the fact that ineligibility has resulted from the appointment of some other member or members of the applicant's family after he filed his application. Questions 5 and 6 are to guard against such action.

II. POLITICAL ACTIVITY

Competitive employees, while retaining the right to vote and to express privately their opinions on political subjects, are forbidden to take an active part in political management or in political campaigns. This also applies to temporary employees, employees on leave of absence with or without pay, substitutes, and laborers. Political activity identified with any national or State political party, in city, county, State, or national elections, whether primary or regular, is prohibited.

Some of the forms of forbidden political activity are:

- Serving on or for any political committee or other similar organization.
- Serving as officer of a political club, as member or officer of any of its committees, addressing such a club or being active in its organization.
- Serving in connection with preparation for, organizing, or conducting a political meeting or rally, addressing such a meeting, or taking any other active part therein except as a spectator.
- Giving public expression to political views, engaging in political discussions or conferences while on duty or in public places, or canvassing a district or soliciting political support for any party, faction, candidate, or measure.
- Manifesting offensive activity at the polls, at primary or regular elections, soliciting votes, assisting voters to mark ballots, or in getting out the voters on registration or election days.
- Acting as recorder, checker, watcher, or challenger of any party or faction.
- Assisting in counting the vote, or engaging in any other activity at the polls except marking and depositing the employee's own ballot.
- Serving in any position of election officer, unless the election law of the State requires service regardless of Federal employment and provides a penalty for failure or refusal to serve.
- Publishing or being connected editorially, managerially, or financially with any political newspaper, or writing for publication or publishing any letter or article, signed or unsigned, in favor of or against any political party, candidate, faction, or measure.
- Becoming a candidate for nomination or election to or holding local office.
- Distributing campaign literature, badges, or buttons.
- Circulating (but not signing) political petitions.
- Assuming political leadership or becoming prominently identified with any political movement, party, or faction, or with the success or failure of any candidate for election to public office.

III. HOLDING STATE OR LOCAL OFFICE

Federal employees are prohibited from holding, with certain exceptions, State, Territorial, county, or municipal office or position, by Executive orders of January 17 and 28, 1873. These orders and a list of exceptions thereto are published in Civil Service Commission Form 1236. Holding such office or position, whether received by election or appointment, with or without compensation, will be cause for separation from the Federal service.

IV. POLITICAL ASSESSMENTS, SOLICITATIONS, AND DISCRIMINATION

Sections 118, 119, 120, and 121 of the Criminal Code (see 35 Stat. 1110), as amended, provide that no legislative officer, officer-elect, or candidate for election, and no executive or judicial officer or employee shall solicit or receive or be concerned in soliciting or receiving any money or contribution for political purposes from any other officer or employee of the Government; that no solicitation or receipt of political assessments shall be made by any person in any room or building occupied in the discharge of official duties by any officer or employee of the United States; that no officer or employee shall be discharged or demoted for refusing to make any contribution for political purposes; and that no officer or employee of the Government shall directly or indirectly give or hand over to any other officer or employee in the service of the United States or to any Member or Delegate to Congress any money or other valuable thing for the promotion of any political object whatever.

Section 122 of the Criminal Code provides that whoever shall violate any provision of the four sections shall be fined not more than \$5,000 or imprisoned not more than 3 years, or both.

V. COERCION AND INTERFERENCE WITH ELECTIONS

Section 2 of the Civil Service Act prohibits coercion of Government employees to make political contributions or do political service. Civil-service rule I prohibits the use of official authority or influence for the purpose of interfering with an election.

VI. POLITICAL RECOMMENDATIONS

Political recommendations for appointment or promotion are contrary to the civil-service rules. Civil-service rule XI, section 3, provides that "No recommendation for promotion except in the regular form of periodical service-rating reports or unless it be made by the person or persons under whose supervision such employee has served shall be considered by any officer concerned in making promotions. Recommendation in any other form or by any other person, if made with the knowledge and consent of the employee, shall be sufficient cause for debarring him from the promotion proposed, and a repetition of the offense shall be sufficient cause for removing him from the service."

VII. PURCHASE AND SALE OF OFFICES

An act of Congress approved December 11, 1926, to prevent the purchase and sale of public offices, makes it unlawful to pay or offer or promise to pay any sum of money or any other thing of value to any person, firm, or corporation for influence in procuring appointment. It is also unlawful to solicit or receive money or any other thing of value from any person for support or use of influence in securing the payee's appointment to the Government service. The penalty for violation is not more than 1 year's imprisonment, or a fine of not more than \$1,000, or both.

VIII. INSTRUCTION OF APPLICANTS

Instruction by officers or employees of the Government of a person with a view to his special preparation for civil-service examination is contrary to an Executive order.

IX. MEMBERSHIP IN SUBVERSIVE ORGANIZATIONS

Section 9A of an act of Congress approved August 2, 1939, provides that "(1) It shall be unlawful for any person employed in any capacity by any agency of the Federal Government, whose compensation, or any part thereof, is paid from funds authorized or appropriated by any act of Congress, to have membership in any political party or organization which advocates the overthrow of our constitutional form of government in the United States. (2) Any person violating the provisions of this section shall be immediately removed from the position or office held by him, and thereafter no part of the funds appropriated by any act of Congress for such position or office shall be used to pay the compensation of such person."

Form 1769
June 1940

UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D. C.

Affidavit as to Number of Members of Family in the Government Service

NOTE.—Any false statement in this affidavit, which is under oath, alteration of a certificate, or the presentation to the Commission of a paper containing any false statement or alteration of a certificate, is a violation of the law and punishable as such. Answer all questions fully and with the utmost care. The jurat (or oath) on the back of this form must be executed.

1. (a) Are you an applicant for, or have you taken, an examination? Yes (b) If so, give name of examination, Junior Stenographer-Typist date, June 27, 1941 place, Chicago, Illinois
(c) If an applicant for reinstatement, state in what department and office _____

2. (a) Are you now married? (Answer "yes" or "no") No (b) Were you ever married? (Answer "yes" or "no") No

3. (a) Are any members of your family, including husband or wife, or other relatives (either blood or by marriage) in any part of the U. S. Government service whatsoever? (Answer "yes" or "no") Yes If so, furnish the information required below in regard to all such relatives:

| Name (Give full name) | Address (Give complete address, including street and number) | (1) Position and (2) department or office in which employed | Relationship | Married or single |
|--------------------------|---|---|----------------|-------------------|
| <u>Harry Starnes</u> | <u>2635 Highland Drive Altoona, Pennsylvania</u> | (1) <u>Clerk</u> (2) <u>Postoffice</u> | <u>Brother</u> | <u>Married</u> |
| <u>Paul Bailey</u> | <u>2107 Hillside Road Chicago, Illinois</u> | (1) <u>Engineer</u> (2) <u>Agriculture</u> | <u>Uncle</u> | <u>Married</u> |
| <u>Helen Kelley</u> | <u>1201 Nebraska Ave. N.W. Washington, D. C.</u> | (1) <u>Stenographer</u> (2) <u>War</u> | <u>Cousin</u> | <u>Single</u> |

(b) Does your answer above include all your relatives in the U. S. Government service? Yes (c) Which of the persons named above are temporarily employed? Harry S. arnes (d) Which live in the same house with you? None (e) Which are less than 21 years of age? None
(f) Which are related to you by marriage? Paul Bailey

If your answer to question 3 shows that two or more members of your family and relatives are employed in the U. S. Government service, the questions below must be answered. In any case, the jurat (or oath) on the back of this sheet must be executed.

4. At what address are you now living? No. 10 Meridian street, apartment No. 54, city or town Chicago, State or Territory Illinois

5. Are you (a) a roomer? _____ (b) a boarder? _____ (c) a member of a household? Yes

6. How long have you resided at your present address? Since 5 1 39
(Month) (Day) (Year)

7. If you have moved during the last 6 months, state definitely your reason for doing so _____

8. (a) Have you ever lived with any of the relatives mentioned in your answer to question 3 above? Yes (b) If so, give names and exact dates between which you lived with them Harry Starnes: 3-1-19 to 6-15-40

9. Since residing at the above address, have you received any pecuniary contributions, support, or assistance, from any member or members of your family (a) not living in the same household with you? No (b) living in the same household with you? Yes If so, state particulars Presently supported by father
(Answer "yes" or "no")

(Additional space, on the reverse, may be used to complete answers, if needed. Number answers to correspond with questions.)

JURAT (OR OATH) ON BACK MUST BE EXECUTED

10-644 (OVER)

Form 1700
June 1960

UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D. C.

Affidavit as to Number of Members of Family in the Government Service

NOTE—Any false statement in this affidavit, which is under oath, alteration of a certificate, or the presentation to the Commission of a paper containing any false statement or alteration of a certificate, is a violation of the law and punishable as such. Answer all questions fully and with the utmost care. The jurat (or oath) on the back of this form must be executed.

1. (a) Are you an applicant for, or have you taken, an examination? _____ (b) If so, give name of examination, _____ date, _____ place, _____
(c) If an applicant for reinstatement, state in what department and office _____

2. (a) Are you now married? (Answer "yes" or "no") _____ (b) Were you ever married? (Answer "yes" or "no") _____

3. (a) Are any members of your family, including husband or wife, or other relatives (either blood or by marriage) in any part of the U. S. Government service whatsoever? (Answer "yes" or "no") _____ If so, furnish the information required below in regard to all such relatives:

| Name (Give full name) | Address (Give complete address, including street and number) | (1) Position and (2) department or office in which employed | Relationship | Married or single |
|--------------------------|---|---|--------------|-------------------|
| | | (1) _____ (2) _____ | | |
| | | (1) _____ (2) _____ | | |
| | | (1) _____ (2) _____ | | |

(b) Does your answer above include all your relatives in the U. S. Government service? _____ (c) Which of the persons named above are temporarily employed? _____ (d) Which live in the same house with you? _____ (e) Which are less than 21 years of age? _____

(f) Which are related to you by marriage? _____

If your answer to question 3 shows that two or more members of your family and relatives are employed in the U. S. Government service, the questions below must be answered. In any case, the jurat (or oath) on the back of this sheet must be executed.

4. At what address are you now living? No. _____ street, apartment No. _____, city or town _____, State or Territory _____

5. Are you (a) a roomer? _____ (b) a boarder? _____ (c) a member of a household? _____

6. How long have you resided at your present address? Since _____ (Month) _____ (Day) _____ (Year) _____

7. If you have moved during the last 6 months, state definitely your reason for doing so _____

8. (a) Have you ever lived with any of the relatives mentioned in your answer to question 3 above? _____ (b) If so, give names and exact dates between which you lived with them _____

9. Since residing at the above address, have you received any pecuniary contributions, support, or assistance, from any member or members of your family (a) not living in the same household with you? _____ (b) living in the same household with you? _____ (Answer "yes" or "no") If so, state particulars _____

(Additional space, on the reverse, may be used to complete answers, if needed. Number answers to correspond with questions.)

JURAT (OR OATH) ON BACK MUST BE EXECUTED

16-544 (OVER)

U. S. CIVIL SERVICE COMMISSION

LEAVE THIS SPACE BLANK

NAME _____
(Typewritten) (Give one given name, initial or initials, and surname)

Position to which appointed _____

Department and Bureau _____

Location _____

Class. _____

Ref. _____

RIGHT HAND

| 1. Thumb | 2. Index Finger | 3. Middle Finger | 4. Ring Finger | 5. Little Finger |
|----------|-----------------|------------------|----------------|------------------|
| | | | | |
| | | | | |
| | | | | |

LEFT HAND

| 6. Thumb | 7. Index Finger | 8. Middle Finger | 9. Ring Finger | 10. Little Finger |
|----------|-----------------|------------------|----------------|-------------------|
| | | | | |
| | | | | |
| | | | | |

Classified _____ Assembled _____
 Searched _____ Verified _____
 Index Card _____ Answered _____

Note Amputations

Four Fingers Taken Simultaneously

Four Fingers Taken Simultaneously

Left Hand

L. Thumb

R. Thumb

Right Hand

APPLICANT MUST FILL THE FOLLOWING

Signature _____
(Give first, middle, and last name)

Sex _____

Present address _____

Date of birth _____

Prints taken by—

1. Name _____

2. Title _____

3. Address _____

4. Date _____

Title of examination _____
(If noncompetitive or investigation for suitability (or both) note in the left-hand margin.)

Average attained _____ Civil Service Dist. No. _____

Applicant must give below all places of residence during the past FIVE years

| From— (Month and year) | To— (Month and year) | Number and Street | City and State |
|------------------------------|----------------------------|-------------------|----------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

Applicant will fill the following blanks if he has any record of arrest

(If the applicant executing this chart claims he has never been arrested, he should write in the space provided for arrest record: "I have never been arrested.")

| Date of Arrest | Age | Charge | Court and Location | Judge | Disposition |
|----------------|-----|--------|--------------------|-------|-------------|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

Noncompetitive
Character investigation

Have you ever been fingerprinted? _____

Where? _____ When? _____

If for the Civil Service, what position? _____

Form 2413
April 1937

UNITED STATES CIVIL SERVICE COMMISSION

CERTIFICATE OF MEDICAL EXAMINATION UNDER EXECUTIVE ORDER, SEPT. 4, 1924

(APPLICANT MUST FILL IN DOTTED LINES BELOW TO HEAVY LINE)

(Name) _____

(Post-office address) _____

(Sex) _____ (Date of birth) _____

What examination did you take? _____

In what Department and Bureau are you to be employed? _____

In what City or Town are you to be employed? _____

(PHYSICIAN SHOULD FILL IN THE FOLLOWING)

_____ inches. * _____ pounds. _____ pounds.
(Height, without shoes) (Weight, in clothing) (Weight, without clothing)

Males, without clothing; females, clothed but without wrap or hat.

Items checked (✓) were examined and found normal. Deviations from normal are noted. (See instructions on back of sheet)

1. Eyes: Distant vision: Without glasses: Right: _____ Left: _____ With glasses if worn: Right: _____ Left: _____
(Near vision must be reported; use space provided on back of this form.)

Evidence of disease or injury: Right _____ Left _____

Color vision _____ Method of testing color vision _____

2. Ears: (Consider denominators indicated here as normal. Record as numerators the actual distance heard.) Ordinary
conversation: Right ear— _____ Left ear— _____
20 ft. 20 ft.

Evidence of disease or injury: Right ear _____ Left ear _____

3. Nose _____

4. Mouth _____

5. Throat _____

6. Thyroid (especially in women) _____

7. Heart _____ If organic heart disease is
present, is it fully compensated? _____8. Lungs: Right _____ History of tuberculosis _____
Left _____ Has it been arrested for 1 year? _____9. Inguinal rings (men only): Right _____ Is truss
Left _____ worn? _____
(Any hernia should be noted, inguinal, ventral, femoral, etc.)10. Varicose veins _____ Varicocele _____
(If "Yes", state location and degree)11. Flat foot _____ Impairment of function _____
(None, moderate, severe)

12. Deformities, atrophies, and other abnormalities, diseases, or defects not included above _____

13. Scars of serious injury or disease _____

14. Nervous system (give symptoms and history) _____

15. Urinalysis (see over) _____ Venereal disease _____

16. Has applicant ever received pension, compensation, allowance, retired pay, or training because of disability received
while in military or naval service? _____ If "Yes", describe disability and state whether present now _____17. In my opinion, applicant is capable of performing duties involving _____ physical exertion.
(Arduous, moderate, or light)

(Place of examination) _____ The examining physician must be in the Federal service _____ (Name of examining physician) _____

(Date of examination) _____ (Title, and branch of Federal medical service) _____

*For males, to be taken only upon special written request of the official ordering examination.

This report is to be returned to the official of the U. S. Civil Service Commission requesting the examination

[OVER]

The aim of the Executive order of Sept. 4, 1924, and of this examination thereunder is to obtain information as to the physical condition of appointees to the classified civil service with a view to promoting efficiency and minimizing accidents and claims under United States employees' compensation laws.

NOTES FOR EXAMINING PHYSICIAN

WEIGHT.—Males, without clothing, and also in ordinary clothing without overcoat or hat (weigh twice); females, clothed, but without wrap or hat. If overweight, state whether due to bone and muscle or to fat.

HEIGHT.—Without boots or shoes; observe that no appliances are used to increase.

The examination should include the following observations, as to—

1. **EYES.**—Ptosis; discharge; corneal scar; pterygium. In recording distant vision consider 20 feet as normal and report all vision as a fraction with 20 feet as numerator and the smallest type read at 20 feet as denominator. If glasses are used, record for each eye the finding with and without glasses.*

2. **EARS.**—Evidence of middle ear or mastoid disease; condition of drums; discharge. In recording hearing, record 20 feet as normal distance for conversational voice and record deviation from normal as fraction with 20 as denominator and actual distance as numerator.

3. **NOSE.**—Ability to blow through each nostril. If free, a speculum examination would not be indicated.

4. **MOUTH.**—Missing teeth, pyorrhea.

5. **THROAT.**—Tonsils, hypertrophy or disease.

6. **THYROID.**—Presence of tumor in neck and tremor, exophthalmos; nervous high-strung disposition, especially in women.

7. **HEART.**—Murmurs. State whether functional or organic. If valvular disease exists, state whether or not it is fully compensated.

8. **LUNGS.**—It is necessary that the auscultatory cough be used. Tuberculosis; if present, state whether active or arrested, and if arrested your opinion as to how long it has been quiescent. Sputum to be examined for tubercle bacilli in all suspected cases.

9. **INGUINAL RINGS.**—Hernia; no hernia, but impulse on coughing; no hernia or impulse, but abnormally large rings. Any other hernia should be noted, and if present describe fully and state whether it is retained by well-fitting truss.

10 to 13. Scars, deformities, atrophies, paralyses, or flat foot of such a nature as to incapacitate or become aggravated by work or be later alleged as caused by accident or occupation. By "flat foot", as used in this form, is meant a foot with impaired function, the term being equivalent to "fallen or misplaced arch", an abnormal condition. Impairment of function is the point to be noted. It is not intended that small, insignificant blemishes which might be referred to as marks of identification be recorded.

14. This entry should include symptoms and full history of any mental or nervous abnormality.

15. Urinalysis to be made and blood pressure to be taken when especially indicated, particularly in persons over 40 when arteriosclerosis, nephritis, or diabetes is suspected.

Record, if taken—Urinalysis—sp. gr. _____ Albumen _____ Sugar _____ Casts _____

Blood pressure: Mm. Hg. systolic _____ Mm. Hg. diastolic _____

If tachycardia is present, give pulse rate: Sitting _____ Immediately after exercise _____ Two minutes after exercise _____ Cardiac reserve _____
(Good, fair, or poor)

REMARKS: _____

(Name of examining physician)

(Title, and branch of medical service)

*Near vision.

What is the longest and the shortest distance at which the paragraph below can be read by applicant: Test each eye separately.

Without glasses—R.....in. to.....in. With glasses, if used—R.....in. to.....in.
L.....in. to.....in. L.....in. to.....in.

With the view of promoting health and efficiency and of minimizing accidents among Federal employees, the heads of the several executive departments and independent establishments having a medical personnel are directed to make such physical examinations of applicants for and employees in the Federal classified service as may be requested by the Civil Service Commission or its authorized representative.
This order will supplement the Executive orders of May 29 and June 18, 1923 (Executive order, September 4, 1924).
Jaeeger 1; Snellen .50; Dioptre 87 D.

Examined for position in—

Department _____

Bureau _____

Title of position _____

Number of certificate upon which applicant's name appears _____

Standard Form No. 47
Approved by the Bureau
of the Budget
May 15, 1941

PERSONNEL AFFIDAVIT

(Department or agency) (Bureau or division) (Place of employment)
Name -----
(Given name, initial or initials, if any, and last name. Print or type)

Section 9A of Public 252—76th Congress, approved August 2, 1939, otherwise known as the "Hatch Act," provides:

"(1) It shall be unlawful for any person employed in any capacity by any agency of the Federal Government, whose compensation, or any part thereof, is paid from funds authorized or appropriated by any Act of Congress, to have membership in any political party or organization which advocates the overthrow of our constitutional form of government in the United States.

"(2) Any person violating the provisions of this section shall be immediately removed from the position or office held by him, and thereafter no part of the funds appropriated by any Act of Congress for such position or office shall be used to pay the compensation of such person;"

It is provided in various appropriation acts that no part of the funds so appropriated shall be used to pay the salary or wages of any person who advocates, or who is a member of an organization that advocates, the overthrow of the Government of the United States by force or violence, and that an affidavit shall be considered *prima facie* evidence that the person making the affidavit does not advocate, and is not a member of an organization that advocates, the overthrow of the Government of the United States by force or violence. Such acts provide further that any person who advocates, or who is a member of an organization that advocates, the overthrow of the Government of the United States by force or violence and accepts employment, the salary or wages for which are paid from any such appropriation, shall be guilty of a felony and, upon conviction, shall be fined not more than \$1,000 or imprisoned for not more than 1 year, or both, and that the above penalty shall be in addition to, and not in substitution for, any other provisions of existing law.

* * * * *

I, _____, do solemnly swear (or affirm) that I have read and understand the foregoing; that I do not advocate the overthrow of the Government of the United States by force or violence; that I am not a member of any political party or organization that advocates the overthrow of the Government of the United States by force or violence; and that during such time as I am an employee of the Federal Government, I will not advocate nor become a member of any political party or organization that advocates the overthrow of the Government of the United States by force or violence.

(Signature of employee)

Subscribed and sworn to before me this _____ day of _____ A. D., 19____,

at _____,
(City or place) (State)

[SEAL]

STANDARD FORM NO. 14a
APPROVED BY THE PRESIDENT
MARCH 16, 1926

TELEGRAM

OFFICIAL BUSINESS—GOVERNMENT RATES

Indicate (STRAIGHT
One (NIGHT LETTER
(DAY LETTER

Miss Elizabeth Starnes
103 Meridian
Chicago, Illinois

Please notify this office whether or not you will accept if offered, probational appointment Jr. Clark Stenographer, \$1440, for immediate duty in East Alton, indicating earliest date available. If presently employed by Federal Defense Agency, it would be necessary to secure letter of release before your appointment could be effected. Failure to reply within 24 hours will eliminate further consideration.

FEDERAL WORKS AGENCY
FROM ~~PUBLIC WORKS ADMINISTRATION~~
DIVISION OF DEFENSE HOUSING
BUREAU OFFICE OF THE ADMINISTRATOR
CHG. APPROPRIATION

Thomas H. Riley
Field Appointing Officer

FEDERAL WORKS AGENCY
WASHINGTON

OFFICE OF THE ADMINISTRATOR

July 7, 1941

AIR MAIL SPECIAL DELIVERY

Miss Elizabeth Starnes
103 Meridian
Chicago, Illinois

Dear Miss Starnes:

The Civil Service Commission has informed this office that you are eligible, together with others, for probational appointment as Junior Stenographer at \$1440 per annum for duty in Kansas City.

Civil Service Regulations require a probational period of six months for this position. Upon satisfactory completion of this trial period the appointment will become permanent. Permanent employees are entitled to retirement privileges, and their salaries are subject to reductions of 3½ percent for this purpose.

Consideration of persons presently employed in a national defense agency of the Federal Government is conditional upon their securing from such an agency a letter stating that no objection will be interposed to their release in order to accept the above position. You may use this letter as your authority to obtain the required communication. Letters of recommendation or endorsement are not required to qualify for selection.

Proof of your date of birth must be furnished when you report for duty or soon thereafter. A certified copy of your birth or baptismal certificate will be acceptable. If you are a naturalized citizen or claim citizenship by naturalization of one or both parents, it will be necessary for you to furnish proof of such citizenship upon entrance on duty.

If selected for the position, you will be required to take a medical examination either at your home or when you report for duty. If you suffer from any defect, disease, or physical handicap hindering performance of duty or endangering fellow employees, your employment will not be continued.

If you will accept employment as outlined above and can report for duty upon 48 hours notice of final approval of appointment, please notify this office immediately to that effect and indicate the earliest date you can report for duty. Failure to respond to this letter on or before July 12 will be interpreted to mean that you are not interested in this position and your name will be eliminated from further consideration.

This letter is only an inquiry of your availability for appointment and not an offer of appointment. Do not resign your present employment or take any other action until further instructions are received from this office.

Sincerely yours,

John C. Jackson
Field Appointing Officer

Form 1992a (C.S.C.)
May 1941

This is a letter of inquiry and NOT an offer of appointment.

July 31, 1941

Mr. John Dough
1234 East 56th Street
Atlanta, Georgia

Dear Sir:

Certificate No. 23875

Position: Junior Maintenance
Aide

Place: Montgomery, Alabama

Kind of appointment: Temporary

Salary: \$1500 per annum

Probable duration:

Duration of National
Emergency

You have been certified by the Civil Service Commission as eligible for the employment described below. Fill out the "Availability Statement" below indicating whether or not you would accept this position if offered and return the entire letter to this office. Appointment would be subject to the civil service requirements described on the back of this letter. Whether you are available or not, please reply within 3 days in order that one of those who are available may be selected as promptly as possible to fill this vacancy. If selected, you will be notified and given further instructions.

Other information:

Yours truly,

Field Appointing Officer

Notice

If there has been a change in the conditions under which you have previously indicated that you were available, or in your address, fill out the form on the back of this sheet, giving the conditions under which you are willing to accept appointment in the future.

AVAILABILITY STATEMENT

☐ I am available and wish to be considered for the position described above. I can report for duty within ____ days after notification. I am now employed by _____ as a _____.

☐ I am not available and do not wish to be considered for the position described above for the following reasons:

(Signature)

I request the Civil Service Commission to take the following action if I am not available or am not selected:

☐ Consider me available for other appointments (Subject to such new conditions as I may have indicated on the other side.)

☐ Remove my name from the register until _____, 19____ when I will be available for appointment.

☐ Remove my name from the register until I notify the Civil Service Commission that I am available.

INFORMATION FOR ELIGIBLES

KINDS OF APPOINTMENTS

Temporary appointment is for a limited time only, rarely extending beyond six months, and does not prevent consideration in regular order for probational or probational-indefinite appointment. Ordinarily temporary appointment will not be offered to persons who live far from the place of employment.

Probational-indefinite appointment is for an indefinite period of time. The appointee is included under the system of retirement and disability benefits provided by the Civil Service Retirement Act and he may be considered for both transfer and promotion. If his employment ends and he has done satisfactory work, he is eligible for reinstatement and may request that his name be placed on the Reemployment List, which has priority over other Civil Service lists. Positions connected with the National Defense program are usually filled by probational-indefinite appointments and frequently require entrance on duty after very short notice. The duration of such employment is dependent upon the course of defense activities in future years and cannot be predicted with accuracy.

Probational appointment confers all the privileges associated with probational-indefinite appointment. While this type of appointment is usually made to provide personnel for regular and continuing government work, the duration of such employment is also affected by the course of government policy and appropriations.

A probationary period or trial period of six months (sometimes one year) follows each probational or probational-indefinite appointment, during which the appointee's eligibility for transfer and promotion is restricted.

APPOINTMENTS ARE SUBJECT TO THESE REQUIREMENTS:

1. A physical examination is required of every person selected for probational or probational-indefinite appointment. Eligibles are cautioned not to resign from any position now held until definite instructions to report for duty have actually been received, usually only after satisfactory completion of the physical examination.
2. All appointments are subject to fingerprinting and for many positions, appointment is made subject to character investigation.
3. Proof of date of birth is required for all probational and probational-indefinite appointments in the departmental service at Washington, D. C., and for certain appointments outside of Washington. When this is required, an appointee should endeavor to bring birth or baptismal certificate with him when reporting for duty. If this is not possible, the appointee will in most

cases be granted an additional six months in which to obtain a certificate or to furnish proof in some other way.

4. Whenever there are already two or more members of a family in the classified service, no other members of that family are eligible for appointment in that service. Eligibles are warned not to accept appointment contrary to this provision of the law. The Civil Service Commission interprets the word "family" in a rather restricted sense, however, and eligibles are advised to submit all facts on the matter to the Commission, which will determine whether this restriction is applicable.

5. Subject to certain statutory exceptions, no person accepting appointment to a position in the classified civil service may remain on any other Federal payroll. With some exceptions, including among others the appointees to certain positions directly related to the National Defense program, no person may hold any state, county or municipal office while employed in the classified civil service. This prohibition does not apply to offices in certain municipalities adjacent to the District of Columbia.

OTHER INFORMATION

Suspension of eligibility. When a person is unable to accept an appointment he should notify the Civil Service Commission and request that his name be removed from the eligible list until he is again able to accept appointment. At any time while this list is still in use, his name may be replaced in its proper position upon request. If the conditions under which he will accept appointment have changed, he should notify the Commission of these new conditions. The Commission may also remove a person's name from the eligible list if he fails to reply to official correspondence or indicates that he would be unwilling to accept a position.

Procedure in case of non-selection. When a person replies to an official inquiry and states that he is available for the position if offered, he is considered with others who are also available. The appointing officer may select any one of the three highest available eligibles to fill the vacancy. Ordinarily the person selected will be the only one notified. The names of those eligibles who were not selected will be returned to the Civil Service Commission for restoration to the register. The fact that they were not selected will not affect their eligibility for other positions.

Cost of transportation. The person selected for a position must pay all transportation costs connected with reporting for duty. If he should subsequently fail to meet the requirements to which appointment is subject, or if his employment is terminated for any reason, he must pay for his return also.

AVAILABILITY INFORMATION CARD

| Average rating _____ | | (Last name) _____ | | (First name) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------|------------------------------------|---|--------------------------|--|-----------------|--|-----|----|-----|----|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------------------|--------------------------|--------------------------|--|--|--|--|-----|----|--------|----------|--------------------------|--------------------------|----------|-----------|--------------------------|--------------------------|----------|-----------|--------------------------|--------------------------|----------|-----------|--------------------------|--------------------------|----------|
| (State of legal or voting residence claimed in application) _____ | | (Street address) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| (Exact title of examination) _____ | | (City) _____ | | (State) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| (Option, if any) _____ | | (Telephone) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| IMPORTANT — Fill in all information and answer all questions. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1. For each of the localities listed below, indicate separately whether you would accept probational or probational-indefinite appointment and in each case checked "Yes" indicate the lowest acceptable yearly salary. | | | 2. Indicate your availability for temporary appointment within commuting distance of present address and lowest acceptable yearly salary. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th colspan="2">Probational</th> <th rowspan="2"></th> <th colspan="2">Prob-Indefinite</th> </tr> <tr> <th>Yes</th> <th>No</th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>State of present address</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Adjoining states?</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Washington, D. C.?</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Anywhere in the United States?</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Outside continental United States?</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table> | | | Probational | | | Prob-Indefinite | | Yes | No | Yes | No | <input type="checkbox"/> | <input type="checkbox"/> | State of present address | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Adjoining states? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Washington, D. C.? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Anywhere in the United States? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Outside continental United States? | <input type="checkbox"/> | <input type="checkbox"/> | <table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> <th>Salary</th> </tr> </thead> <tbody> <tr> <td>1 month?</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>\$ _____</td> </tr> <tr> <td>2 months?</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>\$ _____</td> </tr> <tr> <td>3 months?</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>\$ _____</td> </tr> <tr> <td>6 months?</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>\$ _____</td> </tr> </tbody> </table> | | | | Yes | No | Salary | 1 month? | <input type="checkbox"/> | <input type="checkbox"/> | \$ _____ | 2 months? | <input type="checkbox"/> | <input type="checkbox"/> | \$ _____ | 3 months? | <input type="checkbox"/> | <input type="checkbox"/> | \$ _____ | 6 months? | <input type="checkbox"/> | <input type="checkbox"/> | \$ _____ |
| Probational | | | Prob-Indefinite | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Yes | No | | Yes | No | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | State of present address | <input type="checkbox"/> | <input type="checkbox"/> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | Adjoining states? | <input type="checkbox"/> | <input type="checkbox"/> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | Washington, D. C.? | <input type="checkbox"/> | <input type="checkbox"/> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | Anywhere in the United States? | <input type="checkbox"/> | <input type="checkbox"/> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | Outside continental United States? | <input type="checkbox"/> | <input type="checkbox"/> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Yes | No | Salary | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 month? | <input type="checkbox"/> | <input type="checkbox"/> | \$ _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 months? | <input type="checkbox"/> | <input type="checkbox"/> | \$ _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 months? | <input type="checkbox"/> | <input type="checkbox"/> | \$ _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 months? | <input type="checkbox"/> | <input type="checkbox"/> | \$ _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. Do you belong to any military or naval organization? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Yes <input type="checkbox"/> No <input type="checkbox"/> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| If so, specify service and branch. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Are you now on active duty? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Yes <input type="checkbox"/> No <input type="checkbox"/> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| If you will accept appointment only in certain cities, name these cities: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

UNITED STATES CIVIL SERVICE COMMISSION, WASHINGTON, D. C.

APPLICATION FORM 8

January 1941

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|--|--|--|----|----|--|--|--|----|----|--|--|--|----|---|--|--|--|----|--|--|--|--|----|---|--|--|--|----|--|--|--|--|----|----|--|--|
| Ann. No. Sel. No. App. No. A.V. FTR. | Applicant must fill ALL blanks in this column (typewriter or ink) | | APPLICANT WILL NOT FILL THE FOLLOWING | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Name of examination _____ (Give exact title of examination) Optional subject _____ (If any provided) Place of examination _____ (City) (State) Legal or voting residence (State) _____ The address given below will be treated as the applicant's post-office address until notice, in writing, of any change is received. Print plainly in ink, or type-write, your name (one given name, initial or initials, and surname). If a woman, prefix "Miss" or "Mrs." and if married, use your own given name, as "Mrs. Mary L. Doe." _____ (Name) _____ (R. D. or street address) _____ (City or post office) (State) Telephone number _____ Date of birth _____ Age on last birthday _____ | | Exam. date _____ Approved by _____ Admit'd exam _____ Notif'd rating _____ Date reg. _____ <table border="1"> <tr><td>O.</td><td>S.</td><td></td><td></td><td></td></tr> <tr><td>G.</td><td>R.</td><td></td><td></td><td></td></tr> <tr><td>E.</td><td>&</td><td></td><td></td><td></td></tr> <tr><td>X.</td><td></td><td></td><td></td><td></td></tr> <tr><td>P.</td><td>&</td><td></td><td></td><td></td></tr> <tr><td>D.</td><td></td><td></td><td></td><td></td></tr> <tr><td>A.</td><td>V.</td><td></td><td></td><td></td></tr> </table> Appl. Div. Rec. _____ <input type="checkbox"/> Apportioned. <input type="checkbox"/> Nonapportioned. <input type="checkbox"/> An Indian. <input type="checkbox"/> Material filed. <input type="checkbox"/> Material ret'd. <input type="checkbox"/> Material att'd. <input type="checkbox"/> Over age if no pref. <input type="checkbox"/> Mil. serv. (no proof.) Preference: Allowed— <input type="checkbox"/> Preference. <input type="checkbox"/> Disability. <input type="checkbox"/> Widow. <input type="checkbox"/> Wife. <input type="checkbox"/> Disallowed. <input type="checkbox"/> Closed. <input type="checkbox"/> Army. <input type="checkbox"/> Navy. <input type="checkbox"/> Marine C. <input type="checkbox"/> C. G. <input type="checkbox"/> No proof grad. <input type="checkbox"/> Note family. | | O. | S. | | | | G. | R. | | | | E. | & | | | | X. | | | | | P. | & | | | | D. | | | | | A. | V. | | |
| O. | S. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| G. | R. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| E. | & | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| X. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| P. | & | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| D. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| A. | V. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

READ THIS BEFORE FILLING OUT YOUR APPLICATION

Before filling out this application, consult the announcement of the examination and study carefully the minimum requirements specified therein. Applications from persons who do not meet these requirements will be canceled.

Any false statement in this application, which is under oath, or alteration of a certificate, or the presentation to the Commission of a paper containing any false statement or alteration of a certificate, is a violation of the law and is punishable as such.

ANY OF THE FOLLOWING WILL DELAY AND MAY NULLIFY YOUR OPPORTUNITY FOR APPOINTMENT: (1) Failure to answer properly all questions; (2) Failure to furnish proof of United States citizenship when requested; (3) Failure to furnish thesis or other material, with application, if called for in examination announcement; (4) Failure to furnish in or with application all the information required under question relating to arrest, etc.; (5) Failure to have jurat (or oath) on page 4 properly executed; (6) Failure to have "Officer's Certificate of Residence" on page 4 properly executed, if called for in the examination announcement. Avoid reference to religion, politics, or fraternal orders. Answers should be typewritten if practicable; if not, they must be in ink.

In case the Commission receives requests for immediate certification of eligibles for appointment, following the rating of the examination, the Commission reserves the right to certify only those eligibles who have complied with all the requirements in the application form. It is, therefore, highly important that your application be completely and correctly filled out before it is sent to the Commission.

| | |
|---|--|
| 1. Are you a citizen of the United States? Yes or No Naturalized citizens must submit naturalization certificate; other foreign-born, documentary proof of citizenship. Certificates will be returned. Do not submit proof of citizenship unless requested to do so. | 11. Will you accept temporary appointment for 6 months? Yes or No For 3 months? Yes or No For 1 month? Yes or No |
| 2. Where were you born? (a) _____ (State or Territory, if American-born) (b) _____ (Country, if foreign-born) | 12. Have you ever been discharged or forced to resign from any position? Yes or No If answer is "Yes," state when and where employed and give the name and address of your employer and the reason for your discharge or forced resignation in each case. |
| 3. What is the date of your birth? _____ (Month) _____ (Day) _____ (Year) Do not submit proof of date of birth unless requested to do so. | 13. Within the past 12 months, have you used intoxicating beverages? Yes or No Habitually? Yes or No To excess? Yes or No |
| 4. Check in the appropriate space. Male <input type="checkbox"/> Single <input type="checkbox"/> Divorced <input type="checkbox"/> Widow <input type="checkbox"/> Female <input type="checkbox"/> Married <input type="checkbox"/> Separated <input type="checkbox"/> | 14. (a) Were you ever in the U. S. military or naval service? Yes or No (b) Were all discharges granted under honorable conditions? Yes or No If you claim veteran preference, you should obtain Form 14 and submit it with the evidence required therein. |
| 5. What is your height, without shoes? _____ feet _____ inches. | READ CAREFULLY.—An answer to the following question concealing either trivial or serious offenses may cause rejection of application and debarment from examinations. |
| 6. What is your weight, without overcoat or hat? _____ pounds. | 15. Have you ever been arrested, or summoned into court as a defendant, or indicted, or convicted, or fined, or imprisoned, or placed on probation, or has any case against you been filed, or have you ever been ordered to deposit collateral for alleged breach or violation of any law or police regulation or ordinance whatsoever? Yes or No If so, list all the cases without any exception whatsoever on a sheet attached, giving in each case (1) the date, (2) your age at the time, (3) the place where the alleged offense or violation occurred, (4) the name and location of the court, (5) the nature of the offense or violation, (6) the penalty, if any, imposed, or other disposition. The above question includes arrests by military or naval authorities and disciplinary action imposed by courts martial, as well as in civil cases. If appointed, your fingerprints will be taken. |
| 7. Have you any physical defect or disease or disability whatsoever? Yes or No If answer is "Yes," give full particulars. Concealment of a disease or a disability or a physical defect of any nature may result in cancellation of your application and debarment from examinations. Use an additional sheet of paper if necessary. | |
| 8. Are any members of your family or relatives (either blood or by marriage) in any part of the United States Government service whatsoever? Yes or No If answer is "Yes," give name, address, relationship, and branch of service of each such relative. | |
| 9. What is the lowest entrance salary you will accept? \$ _____ Registers may be used for related positions at salaries other than that specified in the announcement. You will not be certified to positions paying less than the amount given in answer. | |
| 10. Will you accept appointment anywhere in the United States? Yes or No If answer is "No," state acceptable localities. | |

If you claim preference for the Indian Service as an Indian, you must file with this application a certificate from the superintendent of the Indian agency where you are registered, or from the Commissioner, Bureau of Indian Affairs, showing that you have at least one-fourth Indian blood.

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The information given under Question 16 will not affect eligibility for examination but will be useful to the Commission in expediting the handling of applications.

| 16. Name each examination for which you have filed application with the Commission or any of its offices (If none, write "None") | In what cities were you examined? | Give the date of each examination (Month and year) | Did you pass? (If so, show rating) |
|---|-----------------------------------|---|---------------------------------------|
| | | | |
| | | | |
| | | | |

17. Are you now employed by the Federal Government? Yes No (Temporary or permanent) (Branch of service)

18. Give in the blanks below information regarding your education, including dates:

(a) Grammar school: Attended from _____, 1____ to _____, 1____ Highest school year completed _____

(b) High school: Name and location _____

Attended from _____, 1____ to _____, 1____ Highest school year completed _____ Were you graduated? _____

| (c) College or university (Give both graduate and undergraduate work) | | Dates of attendance (Give month and year) | | Semester-hours credit received | Major subject | | Degree received | Date of degree (Month and year) |
|--|----------|--|-----|--------------------------------|---------------|--------------------|-----------------|------------------------------------|
| Name | Location | From— | To— | | Name | Sem. hrs. in major | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

(d) State whether attendance at each school or college was part-time or full-time, and whether at day or evening classes _____

(e) If the examination announcement calls for the completion of specialized courses, either in high school, college, or graduate school, specify here the required courses which you have completed and indicate the credits received for each course _____

19 (a). Furnish in the blanks below a complete, comprehensive statement, showing every employment you have had since you first began to work, including your present employment, and accounting for all periods of unemployment.

| Place of employment | Dates of employment (Month and year) | NAME, STREET ADDRESS, AND NATURE OF BUSINESS OF EMPLOYER | NAME, ADDRESS, AND TITLE OF IMMEDIATE SUPERVISOR (Give street address, city, and State) | Yearly salary or yearly net earnings | NATURE OF YOUR DUTIES AND PAY-ROLL TITLE |
|-------------------------------|---|--|--|--------------------------------------|--|
| 1. City _____ State _____ | From _____ 19____ To _____ 19____ | | | | |
| 2. City _____ State _____ | From _____ 19____ To _____ 19____ | | | | |
| 3. City _____ State _____ | From _____ 19____ To _____ 19____ | | | | |
| 4. City _____ State _____ | From _____ 19____ To _____ 19____ | | | | |
| 5. City _____ State _____ | From _____ 19____ To _____ 19____ | | | | |
| 6. City _____ State _____ | From _____ 19____ To _____ 19____ | | | | |
| 7. City _____ State _____ | From _____ 19____ To _____ 19____ | | | | |
| 8. City _____ State _____ | From _____ 19____ To _____ 19____ | | | | |
| 9. City _____ State _____ | From _____ 19____ To _____ 19____ | | | | |
| 10. City _____ State _____ | From _____ 19____ To _____ 19____ | | | | |

IF MORE SPACE IS REQUIRED, CONTINUE YOUR ENTRIES ON A SEPARATE SHEET ARRANGED AS ABOVE

4

| | | | |
|--|--|--|--|
| 23. In what State or Territory have you legal or voting residence? | Length of such residence therein? (Residence must be shown up to date of jurat) | In what county have you legal or voting residence? | Length of such residence in county? (Residence must be shown up to date of jurat) |
| | From _____, 1_____, to _____, 19_____ (Month) (Year) (Month) (Year) | | From _____, 1_____, to _____, 19_____ (Month) (Year) (Month) (Year) |

24. If during the past year you have not resided continuously in the State or Territory in which you claim legal or voting residence, or are not now actually living in such State or Territory, answer the following questions fully:

(a) For what periods since such residence was first established have you been absent therefrom? (Give dates) _____

(b) What is the name, address, and relationship of the person, if any, living at the place in the State or Territory in which you claim legal or voting residence? _____

(c) Are you now a voter in such State or Territory?
(Answer "Yes" or "No") _____

| | | |
|---|--|-----------------------------|
| 25. If you are under 21 years of age, give the legal residence and the post-office address of your parent or parents, or your guardian. | | |
| Legal residence of parents or guardian | Length of such residence | Present post-office address |
| State _____ | From _____, 1_____, to _____, 19_____ (Month) (Year) (Month) (Year) | City or town _____ |
| County _____ | From _____, 1_____, to _____, 19_____ (Month) (Year) (Month) (Year) | County _____, State _____ |

26. If you are a married woman fill in the following blanks:

(a) Date of marriage: _____

(b) Legal residence of husband: _____ (Country) _____ (State)

(c) Duration of his residence therein: From _____, 1_____, to _____, 19_____
(Month) (Year) (Month) (Year)

27. Are you a member of any political party or organization which advocates the overthrow of our constitutional form of government in the United States? _____ (Yes or No)

If so, name the organization _____

JURAT (OR OATH).—This jurat (or oath) must be executed.

The following oath must be taken before a notary public, the secretary of a United States civil service board of examiners or other officer authorized to administer oaths, before whom the applicant must appear in person. The following are among those not authorized to administer this oath: Postmasters, Army officers, post-office inspectors, and chief clerks and assistant chief clerks in the Railway Mail Service.

The composition and work in connection with any material required to be submitted for this examination are entirely my own, except where I have given full credit for quoted matter or the collaboration of others by quotation marks and references, and in the composition of the same I have received no assistance except as indicated fully in my explanatory statement.

I, the undersigned, DO SOLEMNLY SWEAR (OR AFFIRM) that the statements made by me in answer to the foregoing questions are full and true to the best of my knowledge and belief, SO HELP ME GOD.

If female, prefix "Miss" or "Mrs.," and if married, use your own given name, as "Mrs. Mary L. Doe."

(Signature of applicant) _____

(Sign WITH PEN AND INK your name—one given name, initial or initials, and surname)

Subscribed and duly sworn to before me according to law by the above-named applicant, this _____ day of _____, 19_____, at city [or town] of _____, county of _____, and State [or Territory or District] of _____.

(Signature of officer) _____

(Official title) _____

OFFICER'S CERTIFICATE OF RESIDENCE

Except as specified below, this certificate is required of all applicants for positions in the apportioned departmental service at Washington, D. C., INCLUDING RESIDENTS OF THE DISTRICT OF COLUMBIA. Eligibility for the apportioned service will not be allowed unless legal requirements are met and this certificate is properly executed. For positions in the apportioned service, applicants must show legal or voting residence in the State or Territory claimed for at least 1 year next preceding the closing date for receipt of applications specified in the announcement of the examination for which application is made.

This certificate must be executed by a notary public, county, municipal, or police-court clerk, mayor, justice of the peace, or other officer in the county or city in which the applicant claims residence, provided the officer has an official (impression) seal, or, in lieu thereof, that his official character is certified to by proper officer, under official (impression) seal, and provided he is an actual resident and officer in the same county or city claimed by the applicant.

Applicants who occupy permanent positions in the apportioned departmental service at Washington are not required to have this certificate executed, but should make the following notation opposite it: "Am in the apportioned departmental service."

The applicant is not required to appear in person before the officer who executes this certificate, but the officer should satisfy himself as to facts to which he certifies, from credible and competent evidence.

I, a _____ of the county of _____, and State [or Territory] of _____

(Official designation of officer)

do hereby certify that _____, the applicant who submits the above in connection with

(Write name to agree exactly with applicant's name as given above)

a civil service examination, is now a _____ resident of the county of _____, and State [or Territory]

(Specify whether legal or voting)

of _____, and has been such resident for _____ years _____ months next preceding the date hereof.

Dated at _____, county of _____, and State [or Territory]

of _____, this _____ day of _____, 19_____.

[OFFICIAL IMPRESSION SEAL]
The official seal must not be omitted.

(Signature of officer) _____

If erasure or correction be made in "Officer's Certificate," certification must be made on margin by the officer who executes the certificate, showing such correction.

FORM NO. 1844-B
NOVEMBER, 1940

REPORT TO THE DISTRICT MANAGER ON CERTIFICATION

United States Civil Service Commission

District Manager, Twelfth U. S. Civil Service District L-49247
 (CERTIFICATE NO.)
Mr. Thomas G. Hendry
 Federal Works Agency
 Public Works Administration
 San Francisco, California
April 7, 1941
 (DATE)
 (REQUEST NO.)
4-7-41 Teleg.
 (REQUEST DATE)
4 Jr. Clk Typ CAF-2 \$1440 Probational Indefinite
 (VACANCIES) (POSITION AND SALARY) (NATURE OF APPOINTMENT)

| REGISTER: Sr. Typist | | | | |
|-----------------------|--------|-----------------------------|--------|----------------------------------|
| (PLACE OF EMPLOYMENT) | | | | |
| ACTION | SALARY | NAME | RATING | ADDRESS |
| X | | Smith, Margaret W. (Mrs.) | | Richmond, Virginia |
| | | Walters, Mary Jane (Mrs.) | | Albany, New York |
| | | Jones, Lucille E. (Miss) | | 201 Wood St., Clarksburg, W.Va. |
| | | Brown, Mary A. (Miss) | | 411 Main St., Baltimore, Md. |
| | | Brown, Helen T. (Mrs.) | | 623 Fifth St., Washington, D.C. |
| | | Schott, Edith (Mrs.) | | 6342 Ninth St., Washington, D.C. |
| | | Ross, Edith M. (Mrs.) | | Erie, Pennsylvania |
| | | Jones, Virginia (Mrs.) | | Junction City, Kansas |
| | | Thomas, Alice L. (Mrs.) | | 545 Elk St., Elkins, W.Va. |
| | | Moore, Elaine (Miss) | | 784 Broadway, New York, N. Y. |
| # | | Morris, Virginia (Mrs.) | | 136 E. Main St., Akron, Ohio |
| # | | Dough, John | | 617 13th St., Washington, D.C. |
| # | | To provide for declinations | | |
| X | | Preference allowed | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

NOTE:—The officer to whom this certificate is issued will indicate on all three copies in the first column opposite each name the action taken by him, using the proper key term, as shown at the foot of certificate. One copy of this form is to be retained by the officer to whom issued, as a combined carbon copy of certificate and report thereon to the District Manager.

THE DISTRICT MANAGER:

Certificate returned with examination papers and prescribed forms.

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*Key Terms:

A—Selected.
 CRU—Communication returned undelivered.
 D—Declined.
 FR—Failed to reply.
 NS—Not selected.

SIGNATURE

OFFICIAL TITLE

FORM NO. 1444-B
NOVEMBER, 1940

REPORT TO THE DISTRICT MANAGER ON CERTIFICATION

United States Civil Service Commission

District Manager, Twelfth U. S. Civil Service District

Mr. Henry Hubbard
Federal Works Agency
Public Buildings Administration
San Francisco, California

L-49247
(CERTIFICATE NO.)April 7, 1941
(DATE)

(REQUEST NO.)

4-7-41 Teleg.
(REQUEST DATE)4 Jr. Clk Typ CAF-2 \$1440
(VACANCIES) (POSITION AND SALARY)Probational Indefinite
(NATURE OF APPOINTMENT)

(PLACE OF EMPLOYMENT)

REGISTER: Sr. Typist

| *ACTION | SALARY | NAME | RATING | ADDRESS |
|---------|---------|-----------------------------|--------|----------------------------------|
| C | \$1440X | Smith, Margaret W. (Mrs.) | 83.26 | Richmond, Virginia |
| D | " | Walters, Mary Jane (Mrs.) | 85.53 | Albany, New York |
| CRU | " | Jones, Lucille E. (Miss) | 80.89 | 201 Wood St., Clarksburg, W.Va. |
| A | " | Brown, Mary A. (Miss) | 79.98 | 411 Main St., Baltimore, Md. |
| C | " | Brown, Helen T. (Mrs.) | 79.78 | 623 Fifth St., Washington, D.C. |
| D | " | Schott, Edith (Mrs.) | 78.60 | 6342 Ninth St., Washington, D.C. |
| D | " | Ross, Edith M. (Mrs.) | 77.86 | Erie, Pennsylvania |
| A | " | Jones, Virginia (Mrs.) | 76.63 | Junction City, Kansas |
| A | " | Thomas, Alice L. (Mrs.) | 76.54 | 545 Elk St., Elkins, W.Va. |
| C | " | Moore, Elaine (Miss) | 75.04 | 784 Broadway, New York, N. Y. |
| C | " # | Morris, Virginia (Mrs.) | 74.96 | 156 E. Main St., Akron, Ohio |
| A | " # | Dough, John | 74.96 | 617 13th St., Washington, D.C. |
| | # | To provide for declinations | | |
| | X | Preference allowed | | |
| | | | | |
| | | | | |
| | | | | |

NOTE:—The officer to whom this certificate is issued will indicate on all three copies in the first column opposite each name the action taken by him, using the proper key term, as shown at the foot of certificate. One copy of this form is to be retained by the officer to whom issued, as a combined carbon copy of certificate and report thereon to the District Manager.

THE DISTRICT MANAGER:

Certificate returned with examination papers and prescribed forms.

April 23, 1941

*KEY TERMS:
A—Selected.
CRU—Communication returned undelivered.
D—Declined.
FR—Failed to reply.
NS—Not selected.

Henry Hubbard Field Appointing Officer

SIGNATURE

OFFICIAL TITLE

Form 1890
July 1937

UNITED STATES CIVIL SERVICE COMMISSION

REQUEST FOR CERTIFICATION—ORIGINAL APPOINTMENT

Request No. 1Federal Works Agency, Junction City, Kansas
(Service) (City and State)July 2, 1941
(Date)

MANAGER 9th

CIVIL SERVICE DISTRICT:

Please certify to this office the names of persons eligible for { ~~permanent~~ temporary } appointment to the position indicated below.

If for temporary service, the following information is furnished: Reasons

Temporary employment will not extend beyond Four ~~days~~ { ~~days~~ months } and at the expiration of that period it is not believed an extension will be necessary.

| NUMBER TO BE EMPLOYED | SEX* | POSITION | SALARY | LOCATION** |
|-----------------------|------|-------------------|---------|---|
| 1 | M | Unskilled Laborer | \$10.30 | Fort Riley Defense Housing Project, Junction City, Kansas |

*Certification will be made without regard to sex unless one sex or the other is specified in this request.

**If the place of employment is not the same as the location of the appointing officer, this should be clearly shown.

REMARKS (qualifications desired, etc. If the position to be filled is that of laborer, the kind of labor to be performed should be specifically set forth below).

To sweep, scrub, mop and polish floors, wash windows, walls and
woodwork; collect and dispose of garbage and rubbish; toMow lawns; trim hedges and shrubbery; pull and cut weeds; water
grass, flowers and other plants;

To move furniture and place and repair awnings and screens;

To make simple repairs to the walks, fences, roads and public
areas;To dig ditches, holes and similar excavations; lift and carry and
pile lumber; mix and carry cement, concrete and plaster; pass tools; and
perform other similar tasks in assisting those engaged in semi-skilled
and skilled work; and

To perform other similar work as assigned.

Henry Hubbard
(Signature)Field Appointing Officer
(Official Title)

CONVERSION WAGE SCALE TABLE

SCHEDULE OF DAILY AND HOURLY RATES

As Determined on Basis of Annual Compensation Paid

| At annual rate of— | Daily rate* | Hourly rate | |
|--------------------|-------------|-------------|------------|
| | | 7-hour day | 8-hour day |
| \$600 | \$1.66 | \$0.237 | \$0.207 |
| 660 | 1.83 | .261 | .228 |
| 720 | 2.00 | .285 | .25 |
| 780 | 2.16 | .308 | .27 |
| 840 | 2.33 | .332 | .291 |
| 1,080 | 3.00 | .428 | .375 |
| 1,140 | 3.16 | .451 | .395 |
| 1,200 | 3.33 | .475 | .416 |
| 1,260 | 3.50 | .50 | .437 |
| 1,320 | 3.66 | .522 | .457 |
| 1,380 | 3.83 | .547 | .478 |
| 1,440 | 4.00 | .571 | .50 |
| 1,500 | 4.16 | .594 | .52 |
| 1,560 | 4.33 | .618 | .541 |
| 1,620 | 4.50 | .642 | .562 |
| 1,680 | 4.66 | .665 | .582 |
| 1,740 | 4.83 | .69 | .603 |
| 1,800 | 5.00 | .714 | .625 |
| 1,860 | 5.16 | .737 | .645 |
| 1,920 | 5.33 | .761 | .666 |
| 1,980 | 5.50 | .785 | .687 |
| 2,000 | 5.55 | .792 | .693 |
| 2,040 | 5.66 | .808 | .707 |
| 2,100 | 5.83 | .832 | .728 |
| 2,200 | 6.11 | .872 | .763 |
| 2,300 | 6.38 | .911 | .797 |
| 2,400 | 6.66 | .951 | .832 |
| 2,500 | 6.94 | .991 | .867 |
| 2,600 | 7.22 | 1.031 | .902 |
| 2,700 | 7.50 | 1.071 | .937 |
| 2,800 | 7.77 | 1.11 | .971 |
| 2,900 | 8.05 | 1.15 | 1.006 |
| 3,000 | 8.33 | 1.19 | 1.041 |
| 3,100 | 8.61 | 1.23 | 1.076 |
| 3,200 | 8.88 | 1.268 | 1.11 |
| 3,300 | 9.16 | 1.308 | 1.145 |
| 3,400 | 9.44 | 1.348 | 1.18 |
| 3,500 | 9.72 | 1.388 | 1.215 |
| 3,600 | 10.00 | 1.428 | 1.25 |
| 3,700 | 10.27 | 1.467 | 1.283 |
| 3,800 | 10.55 | 1.507 | 1.318 |
| 3,900 | 10.83 | 1.547 | 1.353 |
| 4,000 | 11.11 | 1.587 | 1.388 |
| 4,100 | 11.38 | 1.625 | 1.422 |
| 4,200 | 11.66 | 1.665 | 1.457 |
| 4,400 | 12.22 | 1.745 | 1.527 |
| 4,600 | 12.77 | 1.824 | 1.596 |
| 4,800 | 13.33 | 1.904 | 1.666 |
| 5,000 | 13.88 | 1.982 | 1.735 |
| 5,200 | 14.44 | 2.062 | 1.805 |
| 5,400 | 15.00 | 2.142 | 1.875 |
| 5,600 | 15.55 | 2.221 | 1.942 |
| 5,800 | 16.11 | 2.301 | 2.013 |
| 6,000 | 16.66 | 2.38 | 2.082 |
| 6,200 | 17.22 | 2.46 | 2.152 |
| 6,400 | 17.77 | 2.538 | 2.221 |
| 6,500 | 18.05 | 2.578 | 2.256 |
| 7,000 | 19.44 | 2.777 | 2.43 |
| 7,500 | 20.83 | 2.975 | 2.603 |
| 8,000 | 22.22 | 3.174 | 2.777 |
| 8,500 | 23.61 | 3.372 | 2.951 |
| 9,000 | 25.00 | 3.571 | 3.125 |

* No retirement deduction made.

EXHIBITS

UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D. C.

November 25, 1940

CX:JF:KB

DEPARTMENTAL CIRCULAR NO. 243

SUBJECT: Transfers during Probation to Defense Agencies pursuant to Executive Order No. 8514 of August 13, 1940.

TO HEADS OF DEPARTMENTS AND INDEPENDENT ESTABLISHMENTS:

Executive Order No. 8514 of August 13, 1940, reads in part as follows:

* * * the Civil Service Commission is hereby authorized to permit transfers during probation to appropriate positions directly concerned with the national defense program.

It will be noted that this Order applies only to "appropriate positions directly concerned with the national defense program" and transfers may be effected under this Order, therefore, only to such agencies, parts of agencies, or positions within agencies as have been specifically designated by the Commission to be concerned with the national defense program. The following regulations will govern transfers effected under this Executive Order:

1. Transfers may be authorized at any time during probation and no minimum length of service will be required in the position to which the probationer was originally appointed.
2. During the first 30 days of probation the transfer must be to the same position, grade and salary as that to which the probationer was originally appointed; after an aggregate of 30 days of probational service transfer may be authorized to any position for which the probationer is qualified.

In all cases of transfers involving promotions in which the line of work is different and the rules require the establishment of qualifications noncompetitively, prior approval of the Commission will be required. Prior approval of the Commission will also be required in all cases of transfers from one agency to another and from the field to the departmental service of any agency.

3. An employee transferred during probation will not be required to begin a new probationary period but will be permitted to complete probation in the position to which he is transferred.
4. The general procedure governing the transfer and reinstatement of employees to and from defense agencies as set forth in Departmental Circular No. 225 and Supplements Nos. 1 and 2 will be applied to transfers and reinstatements during probation.
5. An employee separated voluntarily during probation may be reinstated (subject to the usual requirements) to complete probation in any defense agency regardless of whether a waiver of the time limit on reinstatement under Executive Order No. 8425 of May 29, 1940, is involved or not. In all such cases reinstatement will be restricted to positions of the kind, grade and salary to which the employee was eligible for reinstatement in the agency from which separated until an aggregate of 30 days of probational service has been completed.

By direction of the Commission:

Very respectfully,

L. A. MOYER,

Executive Director and Chief Examiner.

UNITED STATES CIVIL SERVICE COMMISSION
WASHINGTON, D. C.

May 16, 1941

SR:MCR:VC:MK

CX:JF:KB

DEPARTMENTAL CIRCULAR NO. 259

SUBJECT: Eligibility for transfer or reinstatement to the classified civil service under Executive order dated April 24, 1941 (No. 8744).

TO HEADS OF DEPARTMENTS AND INDEPENDENT ESTABLISHMENTS:

Attention is invited to Executive order dated April 24, 1941 (No. 8744) reading as follows:

AUTHORIZING CERTAIN EMPLOYEES OF THE GOVERNMENT
TO ACQUIRE A CLASSIFIED CIVIL SERVICE STATUS

By virtue of the authority vested in me by section 2 of the Civil Service Act (22 Stat. 403, 404), and by section 1753 of the Revised Statutes of the United States, it is hereby ordered as follows:

The incumbent of any position covered into the classified civil service of the Government by section 1 of the Executive order of April 23, 1941, entitled "Extending the Classified Civil Service," who, between the date of that order and the effective date of section 1 thereof, is involuntarily separated from the service by reason of a reduction in force, the abolition of his position, or the liquidation, in whole or in part, of the agency in which he is employed, may acquire a classified civil-service status for transfer to a position in the classified civil service: *Provided*, (1) that he has rendered six months of satisfactory service immediately prior to his involuntary separation from the service; (2) that he is unqualifiedly recommended for further Government employment by the head of the agency in which he last served; (3) that he qualifies in such suitable noncompetitive examination as the Civil Service Commission may prescribe, only one such noncompetitive examination being given to any such incumbent; and (4) that he obtains such transfer within one year from the date of his separation from the service.

The following information regarding the interpretation of, and the procedure to be followed under, this Order is furnished for the guidance of Government departments and agencies:

1. The Executive order is applicable to the incumbent of any position covered into the classified civil service by Section 1 of Executive Order No. 8743 of April 23, 1941, i.e., any position in the Executive civil service of the United States except:
 - a. Positions in the Tennessee Valley Authority.
 - b. Positions to which appointments are made by the President by and with the advice and consent of the Senate.
 - c. Positions in the Work Projects Administration.
 - d. Positions of Assistant United States District Attorney.
 - e. Positions listed in Schedule A of the Civil Service Rules.
 - f. Positions listed in Schedule B of the Civil Service Rules.
 - g. Temporary positions.
2. To be eligible for the benefits of the Executive order an employee's separation must have been between April 23, 1941, and January 1, 1942, and because of (1) reduction of force; (2) the abolition of his position; or (3) the liquidation in whole or in part of the agency in which he was employed. The employee's separation must have been entirely involuntary, as the Executive order is not intended to confer eligibility for transfer upon employees whose services are needed.
3. The general procedure which will be observed under Executive Order No. 8744 will be the same as that followed for reinstatements to the classified service, that is, an employee eligible under this order must himself locate a suitable vacancy in the clas-

sified service, and the appointing officer desiring his services will make formal request for reinstatement on Civil Service Commission Standard Form 46, accompanied by:

- a. Form 3696 (executed by the appointing officer of the agency from which the employee was separated).
 - b. Form 375.
 - c. Form 2413 (medical certificate).
 - d. Form 2390 (fingerprint chart).
 - e. Form 12 (proof of legal residence) if the employee is to be reinstated to a position in the apportioned departmental service.
 - f. Form 124 (declaration of appointee).
 - g. Form 14 (application for veteran preference) if the employee is a veteran.
4. The benefits of the Order will be extended, prior to actual separation, to any employee who has been definitely notified that he will be separated from the service within 90 days for one of the reasons specified in paragraph 2 of this letter.
 5. An employee will be given a noncompetitive examination under this Order only in connection with an official request for his reinstatement. An employee who fails in such examination can not be reexamined.
 6. Requests for reinstatement under Executive Order No. 8744 must be received by the Commission within one year from the date of the employee's separation from the service.
 7. The 6 months of service required by the Order need not have been rendered entirely in one agency but must have been continuous service for 6 months *immediately* prior to the date of involuntary separation.

By direction of the Commission:

Very respectfully,

L. A. MOYER

Executive Director and Chief Examiner.

Enclosure (Sample Form 3696)

Form 3696
May 1941

RECOMMENDATION FOR CLASSIFICATION
UNDER EXECUTIVE ORDER 8744

DEPARTMENT OR AGENCY _____

CIVIL SERVICE COMMISSION:

Date _____

The employee named below, who last occupied the position indicated, is recommended for classification under Executive Order 8744:

Name _____ Position _____

Bureau or Service _____ Grade and Salary _____

Official Station _____

1. Has this employee been, or is he to be within 90 days, involuntarily separated from the service for any of the reasons specified in E.O. 8744? _____
yes or no
2. If so, give date and reasons for termination of employment: _____

3. Degree of efficiency in work performed: _____

4. Is he unqualifiedly recommended for further government employment? _____
yes or no

5. Was employee in a non-pay status for periods aggregating more than 30 days during last six months of employment? _____
yes or no

If so, give specific dates.

6. Complete record of employment in recommending agency (showing date of appointment (entrance upon duty), promotions, changes in assignment and separation.)

| DATE | POSITION | SALARY | OFFICE |
|------|----------|--------|--------|
| | | | |
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I certify that this employee rendered six months of satisfactory service immediately prior to his involuntary separation.

Signature _____

Official Title _____

UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D. C.

July 29, 1940

CX:JF:KB

DEPARTMENTAL CIRCULAR NO. 225, Supplement No. 1

SUBJECT: Restrictions on shifts of personnel from defense agencies.

TO HEADS OF DEPARTMENTS AND INDEPENDENT ESTABLISHMENTS:

Attention is invited to basic Departmental Circular No. 225 setting forth in full a letter dated July 1, 1940, from Mr. William H. McReynolds, Administrative Assistant to the President, regarding the desirability of placing restrictions on the shifting of personnel to and from defense agencies. In order to effectuate the policy set forth in that letter, the following procedure will be observed with respect to personnel transactions concerning positions over which this Commission has jurisdiction; that is, transfers, reinstatements, and certifications from competitive registers in accordance with the Civil Service Rules in the case of persons who are employed in defense agencies and positions. The list of defense agencies and positions is set forth in Departmental Circular No. 224.

TRANSFERS

Departmental Circular No. 202 advised departments and independent establishments that the indorsement of the department or agency in which an employee formerly served would no longer be required in connection with reinstatement and transfers. Effective immediately, however, in the case of a transfer of an employee from a defense agency or position clearance from the agency in which the person is employed must be secured in writing. The request for transfer forwarded to this Commission (Standard Form 16) must be accompanied by a copy of the letter from the defense agency in which the person is employed, consenting to the release of the employee. Requests for the transfer of employees from defense agencies or positions which are received without the letter of clearance from the defense agency will be returned without action to the department or agency from which they were received unless adequate reasons are presented to the Commission to show that the transfer should be allowed in accordance with policy stated in the letter from the Administrative Assistant to the President.

REINSTATEMENT

Request for reinstatement (Standard Form 16) in the case of any former employee who within 30 days was separated from a defense agency or position must similarly be accompanied by a copy of a letter from the defense agency consenting to the reinstatement of the employee.

CERTIFICATION FROM COMPETITIVE REGISTERS

All certifications from registers of eligibles resulting from competitive examinations will hereafter be issued subject to the same restriction; that is, in the case of eligibles who are certified and who are employed in defense agencies or positions, certification will be subject to securing release in writing from the department or agency in which the eligible is employed. Reports of the selection of eligibles who are employed in defense agencies or positions must show that the release has been secured. In contacting eligibles regarding availability for appointment, therefore, appointing officers will be charged with the responsibility of ascertaining whether the eligible is employed in a defense agency or position and, if so, with the responsibility of securing release from the agency in which the eligible is employed.

PERSONNEL TRANSACTIONS INVOLVING POSITIONS EXCEPTED FROM THE CLASSIFIED SERVICE

In view of the policy suggested by the Administrative Assistant to the President and the exigencies of the National defense program the Commission suggests that a similar procedure be observed in personnel transactions involving positions which are excepted from the competitive classified service.

By direction of the Commission:

Very respectfully,

L. A. MOYER,

Executive Director and Chief Examiner.

C.L. NO. 460
(Appt. Off.,
Rating Bds.,
Nat'l. Def.)

FOURTH UNITED STATES CIVIL SERVICE DISTRICT
Office of the Manager
820 Seventh Street, N. W., Washington, D. C.

August 9, 1940

APPOINTING OFFICERS—

National Advisory Committee for
Aeronautics
Civil Aeronautics Authority
Maritime Commission
Bureau of Employment Security

United States Coast Guard
Federal Communications Commission
Bureau of Mines and Geological Survey
Bureau of Marine Inspection and Navigation
Coast and Geodetic Survey

SECRETARIES, LOCAL RATING BOARDS AT WAR DEPARTMENT ESTABLISHMENTS:

RECORDERS, LABOR BOARDS AT NAVAL ESTABLISHMENTS:

RECORDER, LABOR BOARD, CURTIS BAY COAST GUARD DEPOT, MARYLAND:

SECRETARY, CENTRAL BOARD OF U. S. CIVIL SERVICE EXAMINERS, BALTIMORE:

SUBJECT: Indefinite extension of temporary employees appointed under Section 4, Rule VIII,
for duration of National Defense Projects for which employed

C.L. 409 2/5 addressed to Naval and Marine Corps establishments, C.L. 409 3/5 addressed to War Department establishments, and C.L. 445 addressed to other defense agencies provided for authorizing the retention, subject to the conditions outlined therein, of temporary appointees whose employment was necessary under Section 2 of Civil Service Rule VIII pending the establishment of a register of eligibles, if they qualified in the examination held for their positions and notwithstanding the fact that their ratings had not been reached for probational appointment, provided the Department certifies that retention of the temporary employees is necessary in the public interest because of the training and experience acquired during the period of their temporary service.

The provisions of these letters did not cover the procedure to be followed in the case of those employees who received temporary job employment under Section 4, Rule VIII, either prior to or subsequent to the national defense emergency. In view of the fact that it was not possible for the national defense agencies to anticipate, in advance of the emergency period, the subsequent expansion and extension of the projects and of the funds under which these employees were originally appointed, the following procedure has been approved:

In the case of those employees who were appointed for temporary job employment under Section 4, Rule VIII, on or before May 31, 1940, national defense agencies may propose such appointees for retention under Section 2, Rule VIII, where such department or agency certifies that such retention of the temporary employees is necessary in the public interest because of the training and experience acquired during the period of their temporary service. This procedure will apply whether these employees were appointed from registers or outside of registers. In the case of those appointed from registers, it is evident that they have already qualified in an appropriate examination and, even though not within reach, could be proposed for retention under the terms of circular letters above mentioned.

In the case of those employees appointed under Section 4, Rule VIII, on or before May 31, 1940, in the absence of an appropriate register for either temporary or permanent appointment, such appointees may also be proposed for retention under Section 2, Rule VIII, where the announcement of an examination is contemplated, with the understanding that if they

subsequently qualify in an appropriate examination their retention may be further approved under the conditions outlined in the above-mentioned circular letters. However, when temporary appointment has been authorized under Section 4 of Rule VIII in the absence of eligibles for such appointment, but there are eligibles now available or no examination is contemplated, retention of such temporary appointees may not be authorized under Section 2, Rule VIII, but extension may be authorized under the regular provisions of Section 4, Rule VIII.

In the case of those employees placed on duty on or after June 1, 1940, for job employment under Section 4, Rule VIII, such appointments may be proposed for indefinite extension under Section 4, Rule VIII, for the duration of the project for which originally employed under the regular provisions:

Such temporary appointment shall not extend beyond 6 months, unless there are no eligibles available for the additional period or *under unusual circumstances* which seem to the Commission to justify an extension beyond 6 months; and in no case shall such temporary appointment extend beyond 6 months for any purpose other than to complete the job of work for which the person was originally employed.

The emergency has created extremely unusual circumstances which in many cases could not be foreseen by the appointing officers and, in view of that fact, the indefinite extension of such temporary appointments may be approved to "complete the job of work for which the person was originally employed." This will obviate the necessity for requesting and authorizing extensions periodically.

In the case of such appointments to positions under the District system, requests for the retention of temporary employees will be submitted by the field official concerned to the District Manager under whose jurisdiction the temporary appointment was originally authorized, together with a statement by such field official that the retention of the temporary employee is necessary in the public interest because of the training and experience acquired during the period of his temporary service.

Very truly yours,

M. J. McAULIFFE,
District Manager.

C.L. No. 601

FOURTH UNITED STATES CIVIL SERVICE DISTRICT

Office of the Manager

820 Seventh Street, N. W., Washington, D. C.

December 17, 1940

APPOINTING OFFICERS:

SECRETARIES, LOCAL RATING BOARDS AT WAR DEPARTMENT ESTABLISHMENTS:

RECORDERS, LABOR BOARDS AT NAVAL ESTABLISHMENTS:

RECORDER, LABOR BOARD, CURTIS BAY COAST GUARD DEPOT:

SUBJECT: Extension of temporary appointments and promotion of temporary appointees—national defense agencies.

In Departmental Circular, National Defense Series No. 8, of November 23, 1940, the Commission brought to the attention of departments and independent establishments the regulations with respect to the extension of temporary appointments and the promotion of temporary appointees in all national defense agencies and positions.

For your information and guidance, the regulations mentioned are set forth:

I. EXTENSION OF TEMPORARY APPOINTMENTS

A. *Appointments under Section 2, Civil Service Rule VIII*

In view of the present emergency the Commission will authorize the retention of temporary appointees serving in Washington, D. C., or in the field under Section 2 of Civil Service Rule VIII, pending establishment of an eligible register, subject to the following conditions:

1. The appointee must qualify in the examination held for his position (or in an examination from which his eligibility can be transferred to the register resulting from the examination held for his position) but not be within reach for certification for probational appointment;
2. The department or agency in which he is employed must certify that the retention of the temporary appointee is necessary in the public interest because of the training and experience he has acquired during the period of his temporary service;
3. The temporary employee may be retained only during the present emergency;
4. The temporary appointee will retain his temporary status;
5. The temporary appointee may be continued during the life of the eligible register established for his position;
6. If a subsequent examination or examinations become necessary, the temporary appointee may be retained during the life of the resulting registers, provided he enters such examination and attains an eligible rating therein;
7. In the case of temporary appointments under the district system, requests for the retention of a temporary appointee under the conditions outlined above should be submitted by the field official concerned to the appropriate District Manager who is authorized to act for the Commission in these cases and who will advise the head of the field office of the action taken.

B. *Appointments under Section 4, Civil Service Rule VIII*

1. Appointments made on or before May 31, 1940

- a. *Appointments made from Civil Service Registers.*—In the case of temporary employees who were appointed under Section 4 of Rule VIII on or before May 31, 1940, from a Civil Service register retention may be authorized under

Section 2 of Rule VIII in accordance with Paragraph I-A above, even if the appointee is not within reach for probational appointment.

- b. *Appointments made in the absence of an appropriate register where the announcement of an examination is contemplated.*—Such appointees may also be proposed for retention under Section 2 of Rule VIII, with the understanding that if they subsequently qualify in the examination their retention may be authorized, subject to the conditions outlined in Paragraph I-A above.
- c. *Appointments authorized in the absence of an appropriate register where no examination is contemplated or where eligibles become available.*—Retention of such temporary appointees may not be authorized under Section 2 of Rule VIII but extensions may be authorized under the regular provisions of Section 4 of Rule VIII.

2. **Appointments made on or after June 1, 1940**

Such appointments originally effected under Section 4 of Rule VIII may be proposed for indefinite extensions under Section 4 of Rule VIII for the duration of a project for which employed under the regular provisions of Section 4 of Rule VIII, which reads in part: "Such temporary appointments shall not extend beyond six months unless there are no eligibles available for the additional period or under unusual circumstances which seem to the Commission to justify an extension beyond six months; and in no case shall such temporary appointment extend beyond six months for any purpose other than to complete the job of work for which the person was originally employed." The emergency has created extremely unusual circumstances which in many cases could not be foreseen, and in view of this fact the indefinite extension of such temporary appointments may be approved "to complete the job of work for which the person was originally employed." This will obviate the necessity for requesting extensions of temporary appointments periodically.

3. In the case of temporary appointments under the District system, requests for the retention of temporary employees should be submitted by the field official concerned to the appropriate District Manager, with a statement that the retention of the temporary employee is necessary in the public interest because of the training and experience acquired by the appointee during the period of his temporary service. The District Manager is authorized to act for the Commission in such cases and will advise the head of the field office of the action taken.

II. **PROMOTION OF TEMPORARY APPOINTEES**

Subject to compliance with applicable decisions of the Comptroller General and the provisions of Bureau of the Budget Circular No. 363, relating to "administrative within-grade promotions," the following regulations will govern administrative increases within the grade in the case of temporary appointees in national defense agencies:

A. *Appointees under Section 2, Rule VIII*

- 1. Temporary employees appointed under Section 2, Rule VIII, may receive administrative increases within the grade after 30 days of service. If certified for probational appointment they must serve 30 days at the minimum rate of pay specified in the examination announcement before being eligible for increase in pay as a probational employee.
- 2. No general authority is granted for promotions to different positions than the one to which appointment was originally authorized. Such promotions must be presented as new appointments under Section 2, Rule VIII, either to the Commission or the appropriate District Manager.

B. Appointees under Section 4, Rule VIII

1. **Consulting Experts.**—Consulting experts may receive salary increases at any time after the date of original appointment (see Departmental Circular No. 204, of October 27, 1939).
2. Any other temporary employees appointed under Section 4 of Rule VIII may receive increases within the grade after 30 days of service.
3. No general authority is granted for promotions to different positions than the one to which original appointment was authorized. Such promotions must be presented as new job appointments under Section 4 of Civil Service Rule VIII, either to the Commission or to the appropriate District Manager, or must be presented as new appointments under Section 2 of Rule VIII in accordance with Paragraph I-A above.

Very truly yours,

M. J. McAULIFFE
District Manager

Office reference:

National Defense Series No. 8
of November 23, 1940

C.L. No. 461
(Appt. Off.,
Rating Bds.,
Nat'l. Def.)

FOURTH UNITED STATES CIVIL SERVICE DISTRICT
Office of the Manager
820 Seventh Street, N. W., Washington, D. C.

August 9, 1940

ALL APPOINTING OFFICERS:

SECRETARIES, LOCAL RATING BOARDS:

RECORDERS, LABOR BOARDS AT NAVAL ESTABLISHMENTS:

RECORDER, LABOR BOARD AT CURTIS BAY COAST GUARD DEPOT:

SUBJECT: Restriction on shifts of personnel from defense agencies

On July 10, 1940, the Commission addressed Departmental Circular No. 225 to the Heads of Departments and Independent Establishments, in which was quoted a letter from Mr. William H. McReynolds, Administrative Assistant to the President, regarding the desirability of placing restrictions on the shifting of personnel to and from defense agencies. In order to effectuate the policy set forth in that letter, the Commission now advises that the following procedure will be observed with respect to personnel transactions concerning positions over which the Commission has jurisdiction; that is, transfers, reinstatements, and certifications from competitive registers in accordance with the Civil Service Rules in the case of persons who are employed in defense agencies and positions (defense agencies are listed at the end of this letter):

TRANSFERS

Departmental Circular No. 202 advised departments and independent establishments that the indorsement of the department or agency in which an employee formerly served would no longer be required in connection with reinstatement and transfers. Effective immediately, however, in the case of a transfer of an employee from a defense agency or position, clearance from the agency in which the person is employed must be secured in writing. The request for transfer forwarded to this Commission (Standard Form 16) must be accompanied by a copy of the letter from the defense agency in which the person is employed, consenting to the release of the employee. Requests for the transfer of employees from defense agencies or positions which are received without the letter of clearance from the defense agency will be returned without action to the department or agency from which they were received unless adequate reasons are presented to the Commission to show that the transfer should be allowed in accordance with policy stated in the letter from the Administrative Assistant to the President.

REINSTATEMENT

Request for reinstatement (Standard Form 16) in the case of any former employee who within 30 days was separated from a defense agency or position must similarly be accompanied by a copy of a letter from the defense agency consenting to the reinstatement of the employee.

CERTIFICATION FROM COMPETITIVE REGISTERS

All certifications from registers of eligibles resulting from competitive examinations will hereafter be issued subject to the same restriction; that is, in the case of eligibles who are certified and who are employed in defense agencies or positions certification will be subject to securing release in writing from the department or agency in which the eligible is employed. Reports of the selection of eligibles who are employed in defense agencies or positions must show that the release has been secured. In contacting eligibles regarding availability for appointment, therefore, appointing officers will be charged with the responsibility of ascertaining whether the eligible is employed in a defense agency or posi-

tion and, if so, with the responsibility of securing release from the agency in which the eligible is employed.

PERSONNEL TRANSACTIONS INVOLVING POSITIONS EXCEPTED FROM THE CLASSIFIED SERVICE

In view of the policy suggested by the Administrative Assistant to the President and the exigencies of the national defense program, the Commission suggests that a similar procedure be observed in personnel transactions involving positions which are excepted from the competitive classified service.

LIST OF NATIONAL DEFENSE AGENCIES

WAR DEPARTMENT
NAVY DEPARTMENT
STATE DEPARTMENT
NATIONAL ADVISORY COMMITTEE FOR AERONAUTICS
CIVIL AERONAUTICS AUTHORITY
MARITIME COMMISSION
PANAMA CANAL
FEDERAL BUREAU OF INVESTIGATION, JUSTICE DEPARTMENT
IMMIGRATION AND NATURALIZATION SERVICE
PROCUREMENT DIVISION, TREASURY DEPARTMENT
CIVIL SERVICE COMMISSION
BUREAU OF EMPLOYMENT SECURITY, SOCIAL SECURITY BOARD, FEDERAL SECURITY AGENCY
VOCATIONAL EDUCATION BRANCH, OFFICE OF EDUCATION, FEDERAL SECURITY AGENCY
NATIONAL DEFENSE ADVISORY COMMISSION
UNITED STATES COAST GUARD, TREASURY DEPARTMENT
BUREAU OF THE BUDGET
BUREAU OF LABOR STATISTICS, LABOR DEPARTMENT
APPRENTICESHIP SECTION, DIVISION OF LABOR STANDARDS, LABOR DEPARTMENT
FEDERAL COMMUNICATIONS COMMISSION (work incidental to surveillance of communicating channels)
BUREAU OF MINES AND GEOLOGICAL SURVEY, INTERIOR DEPARTMENT (work incidental to strategic materials, explosives, and mapping of strategic areas for the national defense program)
BUREAU OF MARINE INSPECTION AND NAVIGATION, COMMERCE DEPARTMENT (work incident to proper equipping and manning of vessels of the United States Merchant Marine)
COAST AND GEODETIC SURVEY, COMMERCE DEPARTMENT—the following positions:
Junior engineer (field position)
Deck officer (field position)
Junior cartographic engineer
Topographic draftsman
Assistant engineering draftsman (chart corrector)
Photographer
Assistant lithographer, mechanical (lithographic transferrer)
Lithographer, mechanical (lithographic pressman)
Junior lithographer, mechanical (typesetter)
Artistic lithographer, negative cutter (lithographic draftsman)

Very truly yours,

M. J. McAULIFFE
District Manager

UNITED STATES CIVIL SERVICE COMMISSION
WASHINGTON, D. C.

September 4, 1940
CT:AB:SPR:JI

DEPARTMENTAL CIRCULAR, NATIONAL DEFENSE SERIES NO. 4

SUBJECT: Objections to eligibles certified to positions in Federal agencies concerned in preparedness and the national defense program.

TO HEADS OF DEPARTMENTS AND INDEPENDENT ESTABLISHMENTS:

The first sentence of section 2 (b) of Civil Service Rule VII was amended by Executive Order No. 8423 of May 28, 1940, to read as follows:

The nominating or appointing officer shall make selections for the first vacancy from not more than the highest three persons certified, or from the register, with sole reference to merit and fitness, unless objection shall be made and sustained by the Commission, to one or more of the persons certified, for any of the reasons stated in Rule V, Section 3, or in the case of positions in Federal agencies concerned in preparedness and the national defense program, for such other reasons as may be approved by the Commission.

In order to be sustained, the objections must be based on a statement that the eligibles are unsuitable for appointment for any of the following reasons, in addition to those enumerated in section 3, rule V, inasmuch as the appointment of individuals of such types might result in delaying the progress of the national defense program, disclosure of confidential information, or other action detrimental to the national defense.

1. Disloyalty to the United States or any doubt or suspicion on the part of the appointing officer as to the loyalty of an eligible.
2. Subversive activities or suspicion of affiliation with subversive elements.
3. Inability to produce without opportunity for training, or lack of specialized training, or experience necessary under emergency conditions.
4. Very low earned ratings as, for example, in Stenographer and Typist examinations where the duties of the position and the needs of the service are such as to require ability to produce results immediately and ability to measure up to high standards of performance.
5. Undesirability of transferring an eligible from a position in a private industry vital to the national defense program.
6. Membership in the Communist Party, the German-American Bund, or any other Communist, Nazi, or Fascist organization.
7. Unavailability for immediate employment of eligibles who are now serving an enlistment in the military or naval services.

By direction of the Commission:

Very respectfully,

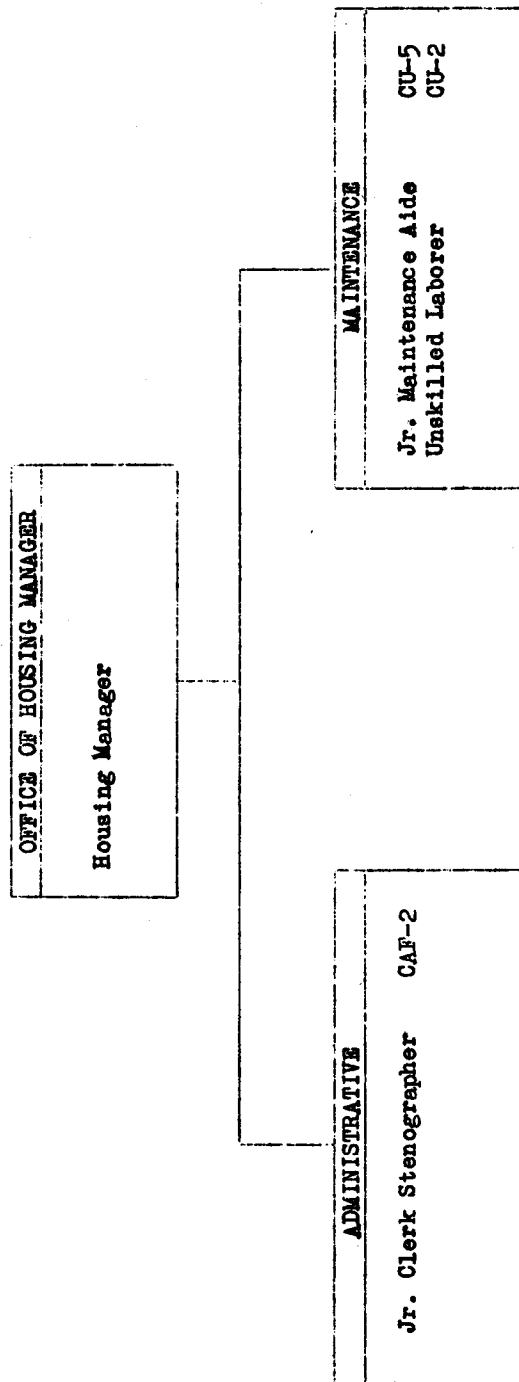
L. A. MOTER
Executive Director and Chief Examiner

GENERAL WORKS AGENCY
DIVISION OF DEFENSE HOUSING

MANAGEMENT SECTION

ORGANIZATION CHART

50 to 100 Units



HOUSING MANAGER
(for Fort Projects)
50 to 100 Units

JUNIOR ADMINISTRATIVE ASSISTANT

CAF-110-7

Salary: \$2600 to \$3200

Under the general direction of the Chief, Management Section, Washington Central Office, with wide latitude for the exercise of independent judgment within the limits of National Policies and Procedures, to serve as Housing Manager of a Defense Housing Project consisting of 50 to 100 units;

To be responsible for the efficient and economical management, operation, and maintenance of the entire Project;

To be responsible for the interview and placement of applicants for tenancy certified by the Commanding Officer of the Fort in the several units of the Project; and organize and develop appropriate cooperative recreational and educational activities, functions, and relationships among the tenants residing at the Project;

To be responsible for the collection, custody, and accountability of rental and other Project incomes; and to personally receive and receipt for the same;

To be responsible and accountable for all other property of the United States, either real or personal, forming a part of or pertaining to the Project;

To be responsible for the operation, repair, and maintenance of the buildings; the plumbing, heating, electrical and mechanical systems, services, parts, and equipment; the tools, machinery, fixtures, and equipment, whether portable or stationary; the roadways, walks, yards, and grounds; and all other appurtenances and parts of the Project development and facilities;

To maintain the cost records and accounts covering all phases of the management, operation, and maintenance activities; and the books, records, and accounts for controlling budgetary allotments, authorizations, and conditions and reflecting, by objective class, expenditures and obligations chargeable against such budgetary allotments and authorizations;

To prepare the regular and special financial and operational reports covering the various fiscal and management activities of the Project;

To make an administrative audit and examination of all vouchers; purchase orders; requisitions; invoices; and similar fiscal documents; and otherwise;

To administer the national policies and conduct the business affairs of the Project to effectively serve the need, in the community, for housing facilities for workers engaged in essential defense activities and to adequately protect the Government's investment.

HOUSING MANAGER

(for other than Fort Projects)

50 to 100 Units

JUNIOR ADMINISTRATIVE ASSISTANT

CAF-110-7

Salary: \$2600 to \$3200

Under the general direction of the Chief, Management Section, Washington Central Office, with wide latitude for the exercise of independent judgment within the limits of National Policies and Procedures, to serve as Housing Manager of a Defense Housing Project consisting of 50 to 100 units;

To be responsible for the efficient and economical management, operation, and maintenance of the entire Project;

To select, in accordance with the provisions of the Lanham Act (Public No. 849-76th Congress) or any other applicable Federal laws and the regulations promulgated pursuant thereto by the Federal Works Agency, the tenants for the occupancy of the Units; and organize and develop appropriate cooperative recreational and educational activities, functions, and relationships among the tenants residing at the Unit;

To be responsible for the collection, custody, and accountability of rental and other project incomes; and to personally receive and receipt for the same;

To be responsible and accountable for all other property of the United States, either real or personal, forming a part of or pertaining to the Project;

To be responsible for the operation, repair, and maintenance of the buildings; the plumbing, heating, electrical and mechanical systems, parts, and equipment; the tools, machinery, fixtures, and equipment, whether portable or stationary; the roadways, walks, yards, and grounds; and all other appurtenances and parts of the Project development and facilities;

To maintain the cost records and accounts covering all phases of the management, operation, and maintenance activities; and the books, records, and accounts for controlling budgetary allotments, authorizations, and conditions and reflecting, by objective class, expenditures and obligations chargeable against such budgetary allotments and authorizations;

To prepare the regular and special financial and operational reports covering the various fiscal and management activities of the Project;

To make an administrative audit and examination of all vouchers; purchase orders; requisitions; invoices; and similar fiscal documents; and otherwise;

To administer the national policies and conduct the business affairs of the Project to effectively serve the need, in the community, for housing facilities for workers engaged in essential defense activities and to adequately protect the Government's investment.

JUNIOR CLERK-STENOGRAPHER

50 to 100 Units

JUNIOR CLERK-STENOGRAPHER

CAF 310-2

Salary: \$1440 to \$1800

Under the general supervision of the Housing Manager with some latitude for the exercise of independent judgment and unreviewed decision and action to perform clerical and stenographic duties in connection with the Defense Housing Project consisting of 50 to 100 units,

To interview applicants for tenancy, display unoccupied units, furnish information concerning rental charges, provisions of tenancy agreements, general utility services available to tenants, and similar matters;

To arrange for cleaning and otherwise servicing vacated units;

To receive and receipt for rental payments and other Project income and revenues;

To post from time records and records of materials used to approximate cost sheets;

To type the specifications for requisitions from brief instructions for general purchases of maintenance and office equipment, materials, and supplies, and contact vendors in processing the requisitions, inserts in leases and rental agreements, and other general material;

To prepare pay rolls from the time records; requisitions and purchase orders from brief general instructions; to answer the telephone; and perform miscellaneous duties of a similar nature;

To take in shorthand and transcribe dictation consisting primarily of the business correspondence and reports of the Project;

To install and maintain a filing system for the retention, under a subject-matter arrangement, of correspondence, contracts, leases, reports, and similar papers; and

To perform related duties as assigned.

JUNIOR MAINTENANCE AIDE

50 to 100 Units

JUNIOR MAINTENANCE AIDE

CU—321-5

Salary: \$1500 to \$1860

Under the general supervision of the Housing Manager of a Defense Housing Project consisting of 50 to 100 units,

To make repairs to interior and exterior of buildings and other structures, necessitating the performance of a variety of general carpentry, plaster, and cement work;

To make general upkeep repairs to plumbing, lighting, heating, and laundering equipment and fixtures, and minor repairs and adjustments to kitchen ranges and refrigerators;

To mow grass; trim hedges, bushes, and shrubbery; spade, water, and weed lawns and flower beds; rake leaves; and perform similar tasks incidental to the care and upkeep of the yards and grounds;

To sweep, scrub, mop, and polish the floors, ceiling, walls, and woodwork of the halls, stairs, office, walks, store, laundry room, and other service rooms and quarters;

To supervise the duties performed by unskilled laborers; and

To perform related duties as assigned.

UNSKILLED LABORER

CU—234-2

Salary: \$1080 to \$1380

Under immediate supervision to perform ordinary unskilled manual labor, requiring no special training and little experience, in connection with the operation and maintenance of the Defense Housing Project, and consisting of 50 to 100 units, and more particularly,

To clean porches, walks, and yards; collect and dispose of garbage and rubbish; sweep, scrub, mop, and polish floors, wash windows, walls, and woodwork;

To mow lawns; trim hedges and shrubbery; pull and cut weeds; water grass, flowers, and other plants;

To move furniture and place and repair awnings and screens;

To make simple repairs to the buildings, fences, walks, and operating equipment;

To dig ditches, holes, and similar excavations; lift and carry and pile lumber; mix and carry cement, concrete, and plaster; pass tools; and perform other similar tasks in assisting those engaged in semiskilled and skilled work;

To occasionally serve as watchmen of the building or premises; and

To perform other similar work as assigned.

Form 2504
January 1941

UNITED STATES CIVIL SERVICE COMMISSION
WASHINGTON, D. C.

UNITED STATES CIVIL SERVICE DISTRICTS

For convenience in administration of the field service the Commission has divided the United States into districts and territorial units. The following shows the names of the Commission's district managers and the addresses of their headquarters, the headquarters of the Commission's representatives outside the continental United States, and the region comprised by the respective Civil-Service districts and territorial units.

| <i>District</i> | <i>Headquarters</i> | <i>Supervisors</i> | <i>Territory Served</i> |
|-----------------|---|--|--|
| First | Post Office and Courthouse Bldg., Boston, Mass. | William A. Foley, Mgr. Harry A. Dutton, Asst. Mgr. | Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, and Connecticut |
| Second | Federal Building, Christopher Street, New York, N. Y. | James E. Rossell, Mgr. Lawrence H. Baer, Asst. Mgr. | New York and New Jersey |
| Third | Customhouse, 2nd and Chestnut Sts., Philadelphia, Pa. | Chas. D. Hertzog, Mgr. William A. Brady, Asst. Mgr. | Pennsylvania and Delaware |
| Fourth | McCrory Bldg., 820 7th St., N. W., Washington, D. C. | Maurice J. McAuliffe, Mgr. T. D. Dunn, Asst. Mgr. | Maryland, Virginia, West Virginia, North Carolina, and the District of Columbia |
| Fifth | New Post Office Bldg., Atlanta, Ga. | Orie E. Myers, Mgr. Wesley E. Address, Asst. Mgr. | South Carolina, Georgia, Alabama, Florida, Mississippi, Tennessee, and Puerto Rico |
| Sixth | Post Office and Courthouse Bldg., Cincinnati, Ohio | Charles W. Paine, Mgr. Cecil E. Snyder, Asst. Mgr. | Ohio, Indiana and Kentucky |
| Seventh | New Post Office Bldg., Chicago, Ill. | James V. Swanson, Mgr. James C. Lackore, Asst. Mgr. | Wisconsin, Michigan, and Illinois |
| Eight | Post Office and Customhouse Bldg., St. Paul Minn. | Miss Rena B. Smith, Mgr. Daniel C. Whelan, Asst. Mgr. | Minnesota, North Dakota, South Dakota, Nebraska, and Iowa |
| Ninth | New Federal Bldg., St. Louis, Mo. | Henry W. Rempe, Mgr. Mrs. Bobbie M. Snoddy, Asst. Mgr. | Kansas, Missouri, Oklahoma, and Arkansas |
| Tenth | Customhouse Bldg., New Orleans, La. | Edward H. Jennings, Mgr. Armor C. Dorks, Asst. Mgr. | Louisiana and Texas |
| Eleventh | Post Office Bldg., Seattle, Wash. | James P. Cooley, Mgr. Paul N. Cole, Asst. Mgr. | Montana, Oregon, Idaho, Washington, and the Territory of Alaska |
| Twelfth | Federal Office Bldg., San Francisco, Calif. | Harry T. Kranz, Mgr. William E. Stayton, Asst. Mgr. | California, Nevada, Arizona, and the Territory of Hawaii |
| Thirteenth | New Customhouse Bldg., Denver, Colo. | Clarence L. Edwards, Mgr. Miss Pearl Hopper, Asst. Mgr. | Colorado, New Mexico, Utah, and Wyoming. |

EXECUTIVE ORDER

8760

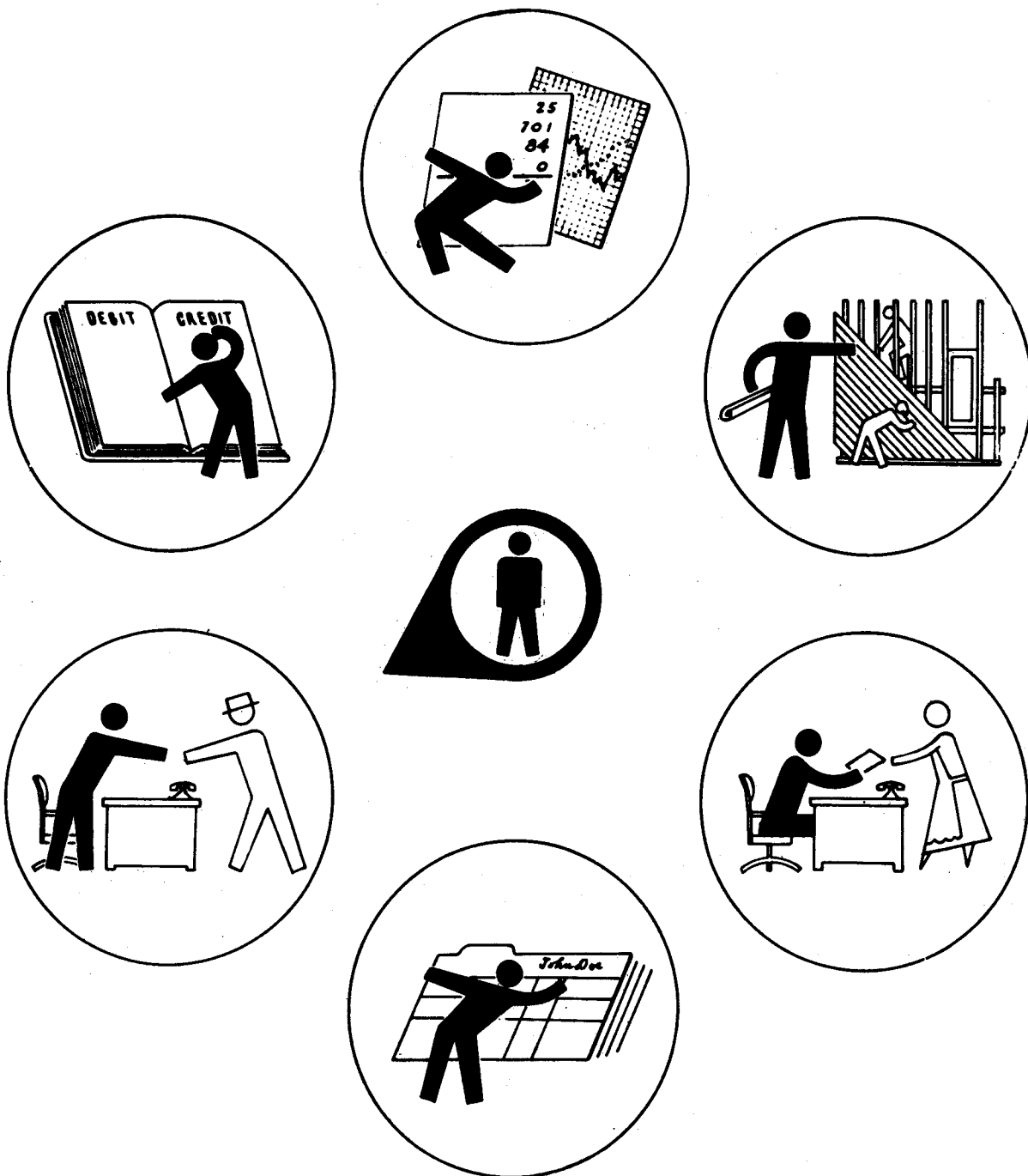
RESTRICTING THE ELIGIBILITY OF FEDERAL EMPLOYEES
TO TAKE CIVIL SERVICE EXAMINATIONS AND TO BE
CERTIFIED

By virtue of the authority vested in me by the Civil Service Act (22 Stat. 403), and by section 1753 of the Revised Statutes of the United States (U.S.C., title 5, sec. 631), and in view of the present emergency conditions, the Civil Service Commission is hereby directed to refuse examination to any person who is, or who has been within three months of the date of the examination, employed in the civilian executive branch of the Federal Government, or to certify any such person who is on the eligible register of the Commission, unless such person submits the written assent of the department or office in which he is or has been employed to his taking such examination or to his being so certified. Such assent shall be based solely upon the finding, after due consideration, by such department or office that the person can render better service for the Government in the position for which the examination is held or for which certification is requested.

This order shall continue in effect until the Congress or the President declares that the present emergency has ceased to exist.

FRANKLIN D. ROOSEVELT

THE WHITE HOUSE
May 27, 1941.



PUBLIC RELATIONS

PUBLIC RELATIONS

PUBLIC RELATIONS

The importance of good relations with the public for insuring the success of the defense housing projects cannot be overemphasized. Much depends on the effectiveness with which local housing managers use available media of publicity and develop contacts with other departments of government, civic groups, and the public generally. The Division of Information responsible to the Federal Works Administrator handles public relations on a national scale and is available to assist local managers by providing material and advising on specific problems, but the managers are responsible for public relations work in their communities. It is not anticipated that they should become expert publicity men, but they are expected to exercise common sense and good judgment in all dealings with the community.

**PUBLIC
RELATIONS**

It is essential to remember that the public is entitled to complete, authentic, and factual information about the projects. Great care should be taken to insure the accuracy of any statement, whether written or oral. If the facts are not clear, it is best to say nothing rather than give out inaccurate information. Predictions and prophecies should be avoided. It is perfectly proper to give publicity to established policy but dangerous to speculate on future decisions or courses of action.

**ACCURACY OF
INFORMATION**

Establishment of cordial relations with local officials and civic leaders should be effected as early as possible. Invitations to address local organizations such as chambers of commerce, civic improvement associations, fraternal organizations, etc., should be accepted and used to the fullest extent to gain support for the project. The cooperation of local leaders should be solicited at all stages in its construction and operation.

**RELATIONS
WITH CIVIC
LEADERS AND
ORGANIZA-
TIONS**

Among the first contacts to be made in the community are those with local newspapers. The Housing Manager should make it his business to be on friendly terms with reporters and to know local editors. It would be well for him to visit their offices soon after his arrival and introduce himself. The newspapermen should be made to understand clearly that the Manager is interested only in the project and the town, not in seeking publicity for himself.

**CONTACTS WITH
NEWSPAPERS**

An important part of the Manager's function is to give the papers factual information concerning the project and its relationship to the general community. Occasionally there will be human interest stories and pictures worth suggesting to the papers. The Manager should not try to write the story himself but should call the city editor and tell him about it.

**PRESENTATION
OF INFORMA-
TION**

In the event of fire, crime, or serious accident, the Manager should never try to conceal the fact of its occurrence, but should refer the reporters to the responsible local police or fire authorities. Under no circumstances should he discuss for publication the personal affairs of tenants without their permission.

EMERGENCIES

**AVOID
CONTROVERSY**

Controversy in the newspapers should be avoided wherever possible, even though the provocation is great. If unjustified charges are made against the project, a factual statement may be made but it should be prepared with care and presented with moderation.

**AVOID
PARTIALITY**

Great care should be taken to avoid showing any preference or favoritism where there are two or more newspapers or radio stations in the area. All should be given the same treatment. Copies of statements for publication should be made available to all papers at the same time.

**WEEKLY
PAPERS**

Housing Managers should not overlook the county papers, which are for the most part published weekly. In many communities the weekly paper wields considerable influence. In general, it may be assumed that the newspapers and radio stations in the area are willing and anxious to help the Manager and the project and their help can be of tremendous value.

**PUBLICITY:
NAMING THE
PROJECT**

Certain special opportunities for valuable publicity will occur during and after the construction of the project. All defense housing developments are given an appropriate name. The whole community can participate in the selection of the name. Suggested names are submitted to Washington, where a selection is recommended for the approval of the Administrator.

**DEDICATION
OF THE
PROJECT**

The best possible program should be organized for the formal dedication ceremonies. The mayor of the city or town and other leading public officials should be invited to participate; if the project is on or near a military post, the commandant of the post; and representatives of the construction agency, if possible, and of the contracting firm should be on the program. The construction manager or project engineer should be invited to cooperate in arranging the celebration.

**TENANT
REPRESENTATION**

Perhaps most important of all, everything should be done to have the tenants feel that it is their celebration as well as the Government's. A committee of residents might be selected to assist in the arrangements. Representatives of the tenants should be seated on the platform and one of their number, if possible, should make one of the dedicatory speeches.

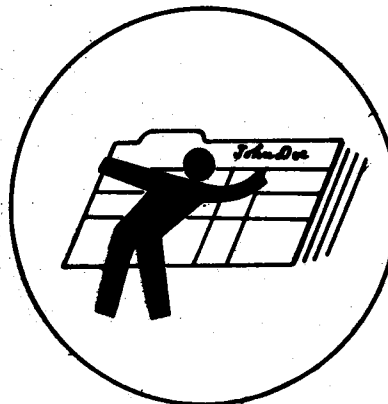
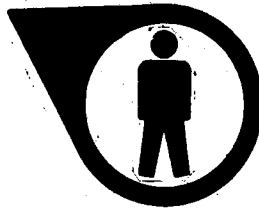
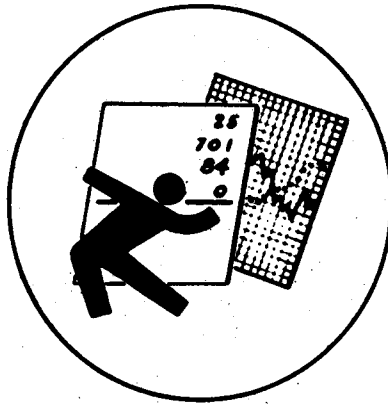
The press and the radio stations may be depended on to carry announcements of the date of dedication. Time on the radio may also be given to the Manager or some local official to tell about the project and issue an invitation to the public.

**MUSIC AT THE
CEREMONY**

Wherever possible, a local band should be obtained for the ceremonies. If an Army or Navy band from a nearby post can be obtained, it is generally preferable to a civilian band. In some communities WPA bands are available. It is important to secure clearance from the local musicians' union for any band to play.

**THE DIVISION
OF INFORMATION**

If any difficult public-relations problems arise or if there is any doubt in the Manager's mind as to the proper procedure to follow, he should not hesitate to get in touch with the Washington office. The Division will not ask the Managers to make any routine reports, but they should advise the Washington office of any unusual occurrences or of any important publicity in connection with the project.



FISCAL PRACTICES

Section F

FISCAL PRACTICES

FOREWORD

Fiscal Practice and Procedure

The outline of fiscal practice and procedure which follows is designed to assist the Manager in handling so-called business features of his work by allowing as much local latitude as is consistent with limitations of law and adopted policy.

The system of accounts has been prescribed by the General Accounting Office. Procedures relating to procurement, travel, leave, pay rolls, and other similar items are dictated largely by regulations beyond the control of this Agency. The practice outlined for preparation and administration of the budget reflects sound and successful experience. However, the central office attaches great importance to the Manager's judgment concerning his budgetary needs, and will always endeavor to construct and administer field budgets so as best to meet the day-by-day operating problems.

The plan of budgetary administration which is explained in subsequent pages is based upon the requirement that the local Manager shall plan his operations and his spending in advance. Adequate flexibility is introduced by permitting modification of the spending plan as conditions require adjustment of the operating plan. Yet it is a requirement that at all times there must be a *plan of operation* and a *plan of spending* consistent therewith. A system of this kind has been found to be a decided aid to management.

It is hardly to be expected that the practice and procedures adopted now will be found usable without some modification from time to time. The central office knows that the function of managing a large number of housing developments widely scattered throughout the country, is a new function and that only field experience can point the way to wholly acceptable procedures. We also realize that the financial aspect of managing these housing developments is but one element of the job. We need and are sure we shall have the continuous, intelligent cooperation of the Managers in refining instructions relating to fiscal practice. The Managers, in turn, may be sure that the central office approach to their financial and budgetary problems will be a sympathetic one, conditioned by a real appreciation of all the implications of the intimate relationships involved.

The specific functions of the Executive Assistant and Budget Officer with respect to budgetary, fiscal, and administrative management activities have been defined by the Administrator in General Order No. 10 issued May 16, 1940, as supplemented, as follows:

1. Effective this date the Executive Assistant, Office of the Administrator, Federal Works Agency, in addition to other duties heretofore or subsequently assigned and in behalf of Federal Works Agency and the Office of the Administrator, shall do and perform the following:
 - a. Act as Budget Officer pursuant to the provisions of the Budget and Accounting Act, 1921, approved June 10, 1921, and appropriate Executive Orders and other orders pertinent thereto.
 - b. Coordinate all budgetary relations with the Bureau of the Budget; coordinate reports to the Treasury Department required by its Circular 494 and those relating to estimated cash withdrawals and other special reports requested by the Treasury Department; clear requests for opinions by the General Accounting Office involving administrative expense and changes in administrative procedures.
 - c. Assist or represent the Administrator in budget hearings before the Bureau of the Budget and Appropriation Committees of the Congress.
 - d. Establish a budget system designed to meet the requirements of the law, and of regulations issued by the Director of the Budget pursuant thereto, and so far as practicable to develop uniformity of budgetary practice, classification, reports, and control.

- e. Prepare for the Administrator a consolidated monthly financial statement showing the status of appropriations and authorizations.
 - f. Keep the Administrator informed concerning the obligation of administrative funds in relation to (1) approved apportionments and (2) the status of the respective work programs.
 - g. In cooperation with the heads of constituent units, examine the administrative organizations, methods, and costs, and recommend improvements in administrative management, including consolidation of administrative activities in the Office of the Administrator, designed to increase economy and efficiency.
 - h. Review proposed major changes in administrative practice or organization as initiated by constituent units of Federal Works Agency and when necessary inform the Administrator concerning the significance thereof.
 - i. Advise the Administrator concerning the financial, budgetary, and administrative aspects of (1) proposed legislation affecting Federal Works Agency and (2) proposed general orders, circulars, and bulletins submitted for issuance by the Administrator.
 - j. In respect of the Office of the Administrator and all functions therein and funds appropriated or available thereto; prepare budget estimates and administer approved budgets; establish and maintain a general plan of financial practice and supervise financial affairs and expenditures; with appropriate advice and cooperation of the General Accounting Office and of the Treasury, establish and maintain an adequate system of accounts and accounting procedures, fiscal records and reports; certify as to the availability of funds for proposed contracts, commitments, and personnel appointments; supervise procurement and the operation of all central office service units; develop fiscal and administrative procedures; review proposed legislation and all orders proposed for issuance by the Administrator; maintain liaison with the General Accounting Office, Treasury Department, and other pertinent agencies of the Government concerning matters arising out of this Order.
2. The head of each constituent unit of Federal Works Agency shall designate an officer who shall be recognized as the budget officer thereof and perform budgetary duties for such unit in a manner not inconsistent with the provisions of this order.
 3. The Executive Assistant shall exercise general direction and supervision over the preparation by constituent units of all estimates, including supplemental and deficiency estimates, required to carry on their work. All such estimates shall be reviewed by the head of the respective constituent unit who, personally or through his budget officer, shall indicate in writing his views concerning the same. After approval by the Administrator the Executive Assistant shall transmit the estimates, including that for the Office of the Administrator, to the Director of the Budget with the views of the Administrator for the use of the President and the Congress. The heads of constituent units and their respective budget officers shall be present at hearings on their approved estimates before the Bureau of the Budget or committees of Congress and shall be prepared to justify the same.
 4. In gathering information for estimates or concerning such estimates the Executive Assistant acts for the Administrator and his calls for the purpose of consultation or information shall be so interpreted.
 5. On or before June 1st of each year, or as soon thereafter as action by the Congress permits, the Executive Assistant shall submit to the Administrator his recommendations concerning the minimum necessary operating budget for each constituent unit as proposed by the head thereof for the succeeding fiscal year, together with a quantitative estimate of each work program forecast for such year.
 6. After approval of an estimate by the Administrator no officer or employee of Federal Works Agency or of any constituent unit thereof shall submit to the Bureau of the Budget any different estimate or request for an appropriation or proposal for an increase in an item of any such estimate or request except by direction of the Administrator, or at the request of the Director of the Budget and then only after clearing with the Executive Assistant. No estimate or request for an appropriation, or for an increase in an item of any estimate transmitted by the President, shall be submitted to the Congress or to any committee thereof by any officer or employee of Federal Works Agency or of any constituent unit thereof unless at the request of either House of Congress or a committee thereof and then only after clearing with the Executive Assistant and compliance with Circular 344 of the Bureau of the Budget. No estimate or request for authorization of an appropriation shall be submitted without approval by the Administrator.
 7. Appropriations and authorizations made by the Congress or so much thereof as may be approved by the President shall be considered as fixing the maximum of obligations to be incurred and the program of administrative expenditure shall be subject to continual review and revision in the interest of economy and efficiency. When required by the Administrator general reserves shall be provided (1) to meet emergencies that cannot be anticipated at the time the apportionment is made and (2) to effect savings in the appropriation where such savings can be made without detriment to the service involved. Expenditures that might be made in the last quarter of the fiscal year from funds accumulated through the preceding months, but which may be postponed without detriment to the service, shall not be incurred.
 8. Nothing in the foregoing shall be so construed as to relieve the heads of constituent units or officers thereof of any duties or responsibilities imposed by law or by administrative order or instruction not inconsistent herewith.

JOHN N. EDY,
Executive Assistant and Budget Officer.

Revised Aug. 1, 1941

BUDGET PROCEDURE FOR THE MANAGEMENT OF DEFENSE HOUSING DEVELOPMENTS

Budget Instructions No. DHM-1

June 30, 1941

I. General

The management and operation of all housing developments, supervised or controlled by the Division of Defense Housing, Federal Works Agency, shall be in accordance with a predetermined budget to be initially prepared and proposed by the Housing Manager, subject to review, adjustment, and final approval by the central office. The budgets for all such projects, whether (1) managed directly by the division or (2) through operating agreements with other Federal agencies or local housing authorities, shall be prepared in accordance with the procedures and on the forms prescribed herein.

A. MANAGEMENT CONTROL

Neither the preparation nor administration of the budget, as here contemplated, requires or involves any plan or act on the part of the Manager or his staff that is not dictated by sound and safe management practice. The plan may necessarily vary according to the size, type, construction, and location of the development, but the procedure employed in portraying and charting the proposed plan will be uniform, so as to facilitate budgetary consolidations and analyzation. The procedures set forth hereafter have proved to be the best for the use intended. The sole objectives are to assist the Manager in developing a sound and acceptable month-by-month plan for operation and to provide the central office with sufficient information to provide necessary funds and special services.

B. PURPOSE OF BUDGETS

The estimates shall be based on the Federal fiscal year (July 1 through June 30 of the following calendar year) and shall be prepared both by months and in summary, in (1) *tabular form*, supported by (2) sufficient *narrative* to portray clearly the plan and condition of operation, together with complete justification therefor. The estimates shall be divided into three primary categories as follows:

C. GENERAL PLAN AND SCOPE OF BUDGETS

1. Plan of Operation
2. Forecast of Income
3. Estimate of Expenditures

The plan of operation (1) shall be advanced by narrative, but (2) and (3) shall be recorded on FWA Form DHM-31, pages 1 to 12, inclusive, the use of which will be explained in detail hereafter.

The initial budget shall be submitted for approval to the central office by the Housing Manager on the development or the appropriate officer of the local housing authority at least *one month prior to initial occupancy* of the development. The *regular annual budget* shall be submitted not later than the *first day of April* each year. See Part III hereof for detailed explanation of periods to be covered as well as differentiation between these and *supplemental* budgets.

D. DATES FOR SUBMITTING BUDGETS

II. Plan of Operation

It is essential that the Manager shall approach the budget problem by first planning and charting the work to be accomplished during the period, by months, before any attempt is made to prepare the actual budget from a dollar standpoint. It will be helpful to complete first the "Description of Development" found on page 2 of FWA Form DHM-31 attached. It is of the utmost importance that he analyze thoughtfully all phases of operation; determine what things are essential and desirable in the proper conduct and management of the development; and schedule the time when he proposes to accomplish them, taking

A. APPROACH TO PLAN

into consideration special conditions on the development, seasons, weather conditions, income, etc. That such a plan may require modification from time to time is in no sense justification for failure to plan in the beginning. In other words "plan your work and work your plan" and when it fails to work as planned, it will show up on your monthly reports (FWA Forms DHM-20 and 21, revised 6/26/41, copy attached) and adjustments can be made.

B. RECORDING OF PLAN

After development of the plan of operation, the work load, and the labor and materials required for accomplishment, the Manager will then estimate the cost and record the results on FWA Form DHM-31, pages 1 to 12, inclusive, covered in detail in parts IV and V hereof.

C. REPORTING OF PLAN

A report of the general plan for operation shall be prepared in narrative form for submission to the central office, including a brief but clear statement of the basis and justification of the estimate for each item in the budget, wherever the supporting schedule in the budget (FWA Form DHM-31) is not wholly explanatory. Such justification should be in budget sequence and appropriately keyed so as to be readily identified with the corresponding item in the budget.

III. FWA Form DHM-31

A. DESCRIPTION AND REQUIREMENTS

FWA Form DHM-31 consists of 12 pages, including a summary or recapitulation of income and expense (page 1); a complete description of the development (page 2); an itemized forecast of income, with supporting schedules (pages 3, 3a, and 6); an itemized estimate of expenditures, with supporting schedules (pages 4 to 12 inclusive); and a request for approval (page 12). *All items, statements, tables, and schedules on this form must be fully completed, or positive indication made that no income or expenditure is contemplated for an item because of the type or physical aspects of the development, by placing a dash or zero in the space opposite each such item.* This form, together with the plan and justification for operation referred to in Part II, constitutes the *complete* budget request, *four sets* of which shall be submitted to the *central office*. *Budgets which are incomplete in any respect will be returned for completion.*

B. PERIOD BREAK IN BUDGETS

As will be noted from an examination of FWA Form DHM-31, the itemized statements of both income and expense cover 3 fiscal years: Column 1, "Actual Past Fiscal Year"; column 2, "Estimate Current Fiscal Year"; and column 3, "Estimate Next Fiscal Year." Column 4 is for the *exclusive* use of the Principal Budget Examiner in the Office of the Administrator. The supporting schedules, which are not divided into different fiscal years, shall always reflect and support the year or period for which the new estimate is requested.

As indicated in part I, section 4 hereof, initial budgets are to be submitted 1 month prior to operation of the project and annual budgets are to be submitted by April 1 each year. The *initial budget*, if submitted between July 1 and March 1, need cover only the current fiscal year, but if submitted between March 1 and July 1, it shall cover, separately, both the current fiscal year and the next fiscal year. The *second regular budget* (as distinguished from a supplemental request for adjustment of a budget previously approved) shall cover, separately, 2 or 3 fiscal years (or portions thereof), according to the length of time the development has been in operation. Column No. 3, "Estimate Next Fiscal Year," when required to be completed in accordance with the above, shall always cover the entire fiscal year.

C. MONETARY AMOUNTS

Cents shall never be used in showing either income or expense. All items of money shall be adjusted to the nearest dollar, e.g. \$12,450.75 should be recorded as \$12,451 or \$6,350.40 should be recorded as \$6,350.

The numerical symbols shown opposite the primary items on this form are the accounting classifications.

D. ACCOUNT-
ING CLASSI-
FICATIONS

In cases where one Housing Manager or office has charge of 2 or more developments, a separate FWA Form DHM-31 (pages 1 to 12) shall be completed and submitted for each development, prorating those expenses which are incurred for the mutual benefit of the several developments concerned. This includes salaries; and the percent of proration should be shown opposite each such item. In addition, the results should be combined and pages 1 and 2 only of FWA Form DHM-31, "Recapitulation of Income and Expense" and "Description of Development," prepared to reflect the several developments as a whole.

E. GROUPING
DEVELOPMENTS

IV. Forecast of Income

Include in the items under this group all income which is derived from tenants, whether for shelter rent, utilities, or other sundry charges—see FWA Form DHM-31, page 3.

A. DWELLING
UNITS

Include the total rental estimated to be receivable for shelter rent of all dwelling units. *Do not make an allowance for vacancy loss or collection loss in this figure.*

Rental (9000)

1. Vacancy.—Estimate the amount of rental which may be lost due to vacant dwellings. *Deduct* this amount from estimated income from dwellings. Consider shelter rent only.

Losses (9100)

2. Collection.—Estimate the amount of charges against tenants which may be lost due to bad debts, etc. *Deduct* this amount from estimated income from dwellings. Consider shelter rent only.

Include the income which it is anticipated will be received from dwelling tenants only for electricity, water, gas, and heating of dwellings, when utilities are purchased by the management for distribution to tenants. Show by each utility item. Estimate and *deduct* vacancy and collection losses separately for these items in the same manner as under 9100 above.

Utilities
(9001)

Include income to be obtained from tenants for miscellaneous services rendered, which will be charged for on a service basis. This group will include such items as replacement of keys, breakage, fumigation of tenants' household effects, etc. Do not consider losses under this item.

Sundry
Charges
(9002)

Under this classification include income to be derived from stores, parking spaces, concessions, etc., developing the information in the same detailed breakdown as provided for dwelling units, including vacancy and collection losses—see FWA Form DHM-31, page 3.

B. NON
DWELLING
UNITS

Each of the above items are to be supported by schedules indicating the method by which the amounts shown were calculated. The schedule for dwelling rents is set forth at the bottom of page 3 of FWA Form DHM-31. The utility schedules on page 6 of said form, if properly completed, will support both income and expense (see also part V, sec. 3, "Cost and Charges for Utilities" for method of computing). A rental schedule for nondwelling rent, to meet the conditions on the specific development, or a statement explaining fully the income to be derived from this source shall be prepared by the Manager and attached as page 3a of said form. All schedules *must identically support* the amounts shown opposite each of the items in the estimates or *complete justification* shown for their disagreement.

C. SUPPORT-
ING
SCHEDULES

V. Estimate of Expenditures
(FWA Form DHM-31, pages 4 to 12)

**A. HOUSING
MANAGER'S
OFFICE
(9400)**

Estimates of expenditures under this classification will include only those expenses which relate to purely managerial activities on the development. As will be noted later, separate classifications are provided for janitorial expense and maintenance expense, which include salaries as well as materials and other costs.

Salaries (9401)

Include salaries for all people on the managerial staff such as Housing Manager, accountant, clerks, stenographer, etc. In any case where an employee is employed for less than the full year, show actual salary payment in column headed "Annual Salary" in the supporting schedule and show annual salary rate in the "Remarks Column."

**Supplies and
Materials
(9402)**

Include office supplies of stationery, accounting forms and books, mimeograph supplies, etc.

**Communication
Services
(9403)**

Include local and long-distance telephone, telegraph, postage, etc. Do not include parcel post costs here as they should be included under 9406.

**Heat, Light and
Water (9404)**

Include the cost of utilities for purely management purposes, *only* when there is a separate charge made by the utility company. This item must be supported by the schedule on page 6 of the budget form.

**Travel Expense
(9405)**

Include travel expense necessary for managerial staff in connection with management only.

**Transportation
of Things
(9406)**

Include express, freight, and parcel-post costs. Parcel-post shipments under 4 pounds can be sent free on a Government frank.

**Printing and
Binding
(9407)**

All printing and binding to be done in field must be authorized in writing by the central office in addition to budgetary approval prior to incurring the obligation.

**Equipment
(9408)**

Estimate all equipment to be purchased for exclusive use in connection with management activities, including furniture, files, adding machines, typewriters, desk lamps, etc.

**Miscellaneous
Expense (9409)
SUPPORTING
SCHEDULES**

Include armored car service, laundry, special charges, etc.

A supporting schedule for each of the above items will be found on page 4 of the budget form. The total of each must agree with the amount shown opposite the corresponding accounting classification, or any difference must be fully justified.

**B. JANITORIAL
EXPENSE
(9410)**

This estimate should include only those expenses necessary in connection with purely janitorial functions (as distinguished from repairs, alteration, and maintenance), such as washing and cleaning (excepting decorator's washing and cleaning), rubbish and garbage removal, etc. On a majority of the projects this expense will be limited to the community building (if any), the Manager's office, adjacent walks, and refuse removal for the development, but in those few cases where the unit rental includes such services for dwelling units, hallways, etc., such expense should be included here.

**Salaries
(9411)**

Include here only salaries and wages for purely janitorial services. *Do not include salaries for watchmen* (if any) as these are reflected under account 9416. On the smaller developments janitorial labor may be accomplished through part-time services of the maintenance group, in which case the salary should be prorated. On developments where "Community Facilities" require the equivalent of one or more men, prorate to account 9460.

**Supplies and
Materials
(9412)**

Include supplies and materials to be used in washing, cleaning, and other janitorial activities, such as cleaning soaps and liquids, pails, brushes,

brooms, cloths, fire-extinguisher refills, etc. Do not include disinfectant and fumigation items.

Include equipment which is used in connection with janitorial service, hand operated fire extinguishers, machine washers, etc. *Equipment (9413)*

Include supplies, materials, and equipment. The cost of salaries for this work will be prorated from janitorial salaries, item 9410 above. If this work is done under contract, clearly indicate this fact and list the contract amount. *Disinfectant and Fumigation (9414)*

Follow the same general instructions as in 9414. If this service is included in the payment in lieu of taxes, so indicate, but show no expense under this account. *Refuse Removal (9415)*

Include salaries, wages, and supplies for watchman service. If the service is to be performed under contract, indicate this fact and list the contract amount. *Watchmen (9416)*

The supporting schedules for this category of expense will be found on page 5 of the budget form and, as previously indicated, must be in complete agreement with the total amounts shown opposite the corresponding classification in the estimate, or any difference must be fully justified. It is believed that these schedules are self-explanatory. In any case where services are to be furnished by contract, follow the course outlined in "Purchasing Procedure." **SUPPORTING SCHEDULES**

The estimates for the various utility services and materials required in connection with the operation of the entire development (as distinguished from utilities purchased directly from companies by the tenants), accounting classifications 9421 through 9428, together with the supporting schedules, shall be recorded in the manner provided on page 6 of the budget form. If the peculiarities of a specific project make additional schedules or explanation desirable or necessary, these should be prepared and attached as page 6a. The utility-expense estimates should be based on the purchase price and should not include service or maintenance charges for the distribution system or other overhead costs. Account number 9427 should not be used. The following items merit separate discussions: **C. UTILITIES (9420-28)**

If sewage disposal is included in the "payment in lieu of taxes," show no charge opposite this item. If there is a separate charge or contract, show the basis for the charge as well as the amount. *General Treatment*
Sewerage Charges (9428)

As will be recalled, the supporting schedules for utilities on page 6 of the budget form serve to support both income and expense, and any difference between the two should be reflected by the amounts shown for charges to tenants. **SUPPORTING SCHEDULES**

The schedule for management uses of utilities should include only heat, light, and water for management purposes and should be posted to account 9404. Accordingly, such amounts as are shown in this schedule should be estimated and deducted from the total purchase price of the respective items before posting to accounts 9421-26, except where metered, or otherwise charged for separately. In other words, the sum of accounts 9421-27 and 9404 should reflect all expenses for the purchase of consumable utilities on the development.

With reference to the rate, cost, and charge schedule at the bottom of page 6 of the budget form, column 6 shall show the result of the cost per unit per month, times the number of dwelling units, times the number of months of operation; and column 8 shall show the result of the charge per unit per

month, times the number of dwelling units, times the number of months of operation. Where there is income from nondwelling units for utilities, a similar separate schedule should be prepared and attached. The amount shown as charges, both by item and in total, should identically support the corresponding estimates for income on page 3 of the budget form and should be determined by adding the cost and the service charge covering distribution systems and other administrative overhead in this connection. The service charge will be determined separately for each development and approved by the central office.

REPAIRS, ALTERATION AND MAIN- TENANCE

General

This category is subdivided into "Dwelling Structures" (9430), "Nondwelling Structures" (9440), and "Other than Structures" (9450), treated separately below. It will be noted from the schedules for these subdivisions, to be found on pages 7, 8 and 9, respectively, of the budget form, that the estimate for each item is subdivided between "Salary" and "Other." Under "Salary," include both salary and wages for both regular or seasonal employees. Salary costs must be supported by the schedule at the foot of page 10 of the budget form. Under "Other," include all expenses for materials, supplies, minor equipment, etc. If the work is to be accomplished by contract, the entire amount should be included under "Other," and this fact should be footnoted. If the work is a combination of contract and force account an explanatory statement or schedule should be attached showing the amounts and nature of work for each.

1. R. A. and N. Dwelling Structures (9430)

All items must be fully supported by the schedules on page 7 of the budget form. All schedules should be amplified, where necessary to show the exact nature of the work to be done, by attaching a separate sheet or footnote.

Painting and Decorating (9431)

Include cost of labor, supplies and materials, and minor equipment applicable to incidental repairs performed by painter and assistants, paperhanging, floor refinishing, exterior painting, and interior painting. It is important to show the interior wall finish and the exterior surface material, the area to be painted, number of units to be painted, number of rooms to be decorated, and the average cost per unit or room.

Structures (9432)

Include cost of labor, supplies and materials, and minor equipment applicable to roofing and sheet-metal work, masonry, caulking and waterproofing, tile setting, lathing and plastering, carpentry, hardware, glazing, screens, incinerator grates and doors, outside ironwork, etc. Show structural features and extent of repairs required.

Electrical System (9433)

Include cost of labor, supplies and materials, and minor equipment applicable to work on interior wiring, meters, check meters, lighting fixtures, etc., inside the dwelling unit.

Plumbing System (9434)

Include cost of labor, supplies and materials, and minor equipment applicable to work on hot and cold water lines, tanks and meters, circulating pumps, motors and controls, plumbing fixtures, etc., inside the dwelling unit.

Gas System (9435)

Include cost of labor, supplies and materials, and minor equipment applicable to work on gas piping, valves, and meters inside the dwelling structures.

Heating (9436)

Include labor, supplies and materials, and minor equipment for operation of the central heating plant, if any, prorating between this heating item and the heating item for nondwelling structures. Also include cost of labor, supplies and materials, and minor equipment applicable to work on repair, alteration, and maintenance of the heating plant, including boilers and firing equipment, heating stoves, furnaces, fans and feed pumps; distribution system including mains, pipes and ducts, meters, and automatic controls; radiation, including radiators, radiator valves, traps and grills, etc.

Include cost of labor, supplies and materials, and minor equipment applicable to work on mechanical refrigerators and ice boxes.

Refrigerators
(9437)

Include cost of labor, supplies and materials, and minor equipment applicable to work on all stoves or ranges used in whole or in part for cooking and for water heaters. Show separately as provided in the form.

Ranges and
Water Heaters
(9438)

This group includes the nondwelling facilities, other than "Community Facilities" (see account 9460), such as stores, office space, etc. Estimate these items in the same manner as those for dwelling structures (see page 8 of the budget form). It will be noted that the supporting schedule for this classification has been prepared in more flexible form, due to the great variance on different projects. On those developments where nondwelling structures are more than incidental, the Housing Manager should prepare and attach more complete schedules, similar to those prescribed for dwelling structures.

2. R. A. and
N. Nondwelling
Structures
(9440)

This classification includes all expenses for the repair, alteration, and maintenance of all *nonstructural facilities other than "Community Facilities"* (see 9460), such as sidewalks, grounds, machinery, and distribution systems for sewer, water, gas, and electric systems, the form for estimates and supporting schedules being shown on page 9 of the budget form. In each case the supporting schedule must clearly indicate the type and extent of work to be done and the type, quality, and quantity of materials to be used. All objective classifications should include purchase of materials and supplies for operation, such as petroleum, gasoline, and oil for motors other than utility distribution systems, bulbs and globes for yard lighting, seeds and plants, etc., as well as materials and labor for repairs and alterations. Itemized statements of operating supplies to be purchased should be attached as page 9a of the budget form, clearly identified with the accounting classification in connection with which the supplies are to be used.

3. R. A. and
N. Other Than
Structures
(9450)

This item includes work on surfaced areas covered with nongrowing materials, such as gravel and bituminous surfacing, exclusive of community recreation areas. Estimate area involved in square feet or square yards and show cost per unit, type of construction, and materials to be used.

Sidewalks,
Streets,
Etc.
(9451)

Include in this item work on planted surface areas, such as lawns, flower beds, and landscaped areas. Estimate the area involved in square yards, square rods, or acres. *Do not include playgrounds here*—see "Community Facilities," (9462).

Grounds, Sod,
Seeds, Etc.
(9452)

Here estimate all expense for repairs, alterations, and maintenance of all operating equipment on the development other than automobiles, such as stationary motors, mowers, hose carts, etc.

Machinery and
Equipment
Other Than
Automobiles
(9453)

Includes work on drainage and sewer systems outside of buildings, such as house connections, street lines, and trunk lines. Show amount of ditching, length and size of pipes and parts, quantity and kind of other material, etc.

Sewer System
(9454)

Includes work on water lines outside buildings and street lines. Use same kind of justification as for sewer system.

Water System
(9455)

Covers work on exterior distribution systems, yard lighting standards, etc., including replacement of bulbs, globes, etc.

Electrical
System
(9456)

Include under this class the cost of labor, supplies, materials, and minor equipment applicable to the operation and maintenance of project-owned automobiles. Support fully, using the schedule included on page 11 of the budget form.

Automobile
Expense
(9457)

- Gas System (9458)** Covers work on gas lines outside buildings. Use same method of support as in 9454.
- E. COMMUNITY FACILITIES (9460)** The term "community facilities" refers to those structures, grounds, and equipment which are provided exclusively for the recreation, health, and welfare of the tenants at large, such as club rooms, playgrounds, wading or swimming pools, slides, horizontal bars, etc. (see page 10 of the budget form).
- Operation (9461)** Under this subclassification should be included purchase of equipment and supplies, salaries of recreational supervisors, and all other items connected with the operation of such facilities as distinguished from purely maintenance expense.
- Maintenance (9462)** Include in this estimate all salaries and other expenses as in accounts 9430, 9440, and 9450, and in addition, *salary for janitorial service only when the requirements in this respect equal or exceed 50 percent of the time of one person, prorating such items from the respective accounts.*
- F. PURCHASE OF OPERATING EQUIPMENT** This classification includes all nonexpendable equipment required in connection with the operation of the entire development, such as automobiles, furniture, stationary motors, mowers, trucks, fire apparatus (except hand-operated fire extinguishers, included in 9413), tools, hose carts, etc., *excepting such items as are properly chargeable to the Housing Manager's office or community facilities as heretofore prescribed.* This includes accessories, but does not include parts for replacement in the repair of such items. *Include only original equipment.* (See page 11 of the budget form.)
- G. PAYMENTS IN LIEU OF TAXES** Under this classification estimate expense to be incurred by reason of agreements with the local government covering the assumption by it of the operation of facilities and the furnishing of services and benefits. Show payments to the various governing bodies involved, the services received from them, and the date payment is due.
- H. INSURANCE (INDIRECT OPERATION DEVELOPMENTS ONLY)** Attach a separate sheet showing kind (1. Fidelity, 2. Burglary, 3. Messenger or office hold-up, 4. Owners, Landlords, Tenants, Liability), rates, total cost, and whom the insurance covers. *There will be no insurance coverage on Direct Operation Developments.*
- I. STORES ACCOUNT** This item is to be written in the first budget. An amount of money will be set up in this item to be used for the purchase of not in excess of one year's stock of parts, supplies, and materials which will be held ready for use in repair, alteration, and maintenance work chargeable to the development. This item will be set up once, and will be shown in subsequent budgets only when there is to be a reduction or an increase, approved by the Director of the Defense Housing Division, in the stores inventory account. This account serves as a revolving fund for the purchase of items from moneys allocated to Repairs, Alterations, and Replacements (cleaning supplies are not to be included in this account).
- J. RESERVES** Reserves for insurance and replacement will be accumulated on the books of the central office. Whenever it becomes necessary to use these reserves, the Housing Manager will request the amounts he feels necessary to carry out the replacement program, including with such request a statement fully justifying the need. The Director of Defense Housing will notify him as to what portion, if any, of his request has been granted.
- K. APPROVAL OF BUDGET** The Housing Manager's budget will be reviewed by the central office and an approved copy, reflecting any revisions, returned to the Housing Manager by June 1, in the case of the regular annual budget, and within 2 weeks after receipt with respect to initial budgets.

Upon receipt of the *approved* copy of the budget the Housing Manager shall immediately *apportion both income and expense by months*, and prepare FWA Form DHM-43, copy attached, and forward 4 copies thereof so as to reach the central office not later than 1 week after receipt of the approved copy of the budget. After review and approval by the central office, 1 copy will be returned. This apportionment is to serve as a guide for the administration of the budget (part VI).

VI. Administration of the Budget

The careful planning of the work program and the resulting budget are of but little value as a basis and guide to management unless the program be followed faithfully throughout the budget period. To be sure, situations may arise which necessitate changes and adjustments in the program, but it is imperative that these be recognized promptly and corresponding changes and adjustments made in the budget. Thereafter, the adjusted program and budget should be followed faithfully.

A. IN GENERAL

It is highly improbable that a budget once made would ever be followed without an orderly procedure of periodic checks and controls. In fact, all too often work programs and budgets are prepared with care and thoughtfulness and then set aside and lost sight of until it is discovered that expenditures are out of line, necessitating drastic curtailment of operations, or a deficit, or both.

In order to provide for constant control and periodic checks, the annual budget is to be broken down into apportionments by months as has been described in part V, section L. It is against these monthly apportionments, which are actually monthly budgets, that controls are kept.

B. PERIODIC CHECKS

The only reliable control is one which is applied prior to incurring an obligation, or to put it more definitely, in the case of salaries, prior to the beginning of a pay roll period, or at the time of writing a requisition for obtaining articles or services. It is of utmost importance that the control be effectively applied at this stage and that each transaction clear through the control before it becomes an obligation.

On account of the remoteness of many housing developments from the central office, the control of the budget shall be the responsibility of the Housing Manager. He will in all probability delegate the work to one of his clerical employees, but it is important that the work be done by only one employee. However, this shall in no way relieve the Manager from being aware at all times of the status of each account in the Budget. The Monthly Budget Report which is sent to the central office will indicate the ability of the Manager to follow his predetermined or amended work program and keep his expenditures under control.

C. RESPONSIBILITY FOR CONTROL

The control of the budget is effectuated by the use of the Budget Control Record, FWA Form DHM 44. These forms are not a part of the accounting system, but each entry must be kept "up to the minute" in order to make the control effective. All entries on this form shall be made by hand.

D. BUDGET CONTROL RECORD, FWA FORM DHM 44

As soon as the Breakdown of the Budget by Months, FWA Form DHM 43 has been approved by the central office, one sheet of the Budget Control Record shall be prepared for each division or subdivision of the budget listed on the Breakdown of Budget by Months, FWA Form DHM 43, and the amounts approved for each month entered in ink on the first line of the section headed "Monthly Allocation," at the top of the form. The second line of this section of the

form should be used only for showing changes in monthly breakdowns which may be found necessary due to changes in the timing of the work program and expenditures which are discussed under the headings of "Transfers by Manager" and "Other Transfers." The third and last line of this section of the form is for recording the cumulative total approved for each item as of any month, to serve as a check of the cumulative expenditures at any period during control. Cumulative totals should be entered in pencil in order to allow adjustments caused by transfers.

E. THE CONTROL OPERATION

The importance of clearing through the control *every* action which involves finances cannot be overemphasized. It is not possible to illustrate every type of transaction, but the usual types are shown on the specimen copy and it does not require any great amount of ingenuity to fit others into the form. It will be noted that no cents columns are provided, entries being adjusted to the nearest dollar only.

At the start of the monthly period the full amount of the breakdown for the current month shall be entered in the "credit" column. As papers initiating a financial obligation reach the control, the appropriate amount shall be entered in the "debit" column with an identification by the Requisition number, Purchase Order number, or Voucher number. The balance remaining shall be shown after each entry in the column provided for such purpose. The fact that the papers have passed through the control and the appropriate amount encumbered shall be noted on the encumbering instrument. On the larger developments, which will have a considerable number of purchase orders and vouchers, it may be found advisable to purchase a rubber stamp to indicate that they have passed the control. If so, the stamp should be similar to the box on the bottom of the requisition form and should be applied to the file copies only.

As additional requisitions or other initiating forms are received, they shall be entered as in the preceding paragraph and the balances determined. If and when the amount shown on a requisition or other initiating form exceeds the balance available, it shall not be passed. The alternatives to stopping the transaction entirely are to reduce the quantity and amount of the articles or services, so as to bring the encumbrance within the existing balance, or to transfer funds as is prescribed in sections J and K of this part (VI).

All purchase orders or vouchers shall also clear the control before being signed or sent out. The amounts shall be compared with the amounts entered for the corresponding requisition or other initiating form. Inasmuch as the amounts shown on requisitions are estimated, it is to be expected that the final amounts shown on the resulting purchase orders and vouchers will differ slightly by being greater or less. Adjusting entries shall be made either as debits or credits, as the case may be, with the proper reference to the requisition or purchase order by number.

At the end of the monthly periods totals shall be drawn for debits and credits for the month and also for the period to date. This information is necessary for the Monthly Budget Report which is described in the following paragraph.

F. MONTHLY BUDGET REPORT FWA FORM DHM 45

Immediately at the close of each month the status of the budget accounts shall be reported to the central office on the Monthly Budget Report, FWA Form DHM 45. This report shall be prepared in triplicate and the original and one copy forwarded to the central office not later than the third day of the month following the period of the report, the original being for the Budget, Planning, and Procedures Section, the first copy for the Management Section, and

the second copy for the files of the development office. This report shall be filled in neatly and legibly by hand except for those developments where an 18-inch typewriter is available.

In order that there may be no misunderstanding of the use of this form, a brief explanation of each column is presented.

Column 1.—Enter the amount of the item in the approved budget. This amount is never changed throughout the fiscal year.

Column 2.—Enter only *approved* changes in the budgeted amounts and indicate whether plus (+) or minus (-). If both additions and deductions have been made, show the net result only, (+) or (-) as the case may be.

Column 3.—Enter the result of column 1 plus or minus column 2.

Column 4.—Enter the amount shown on the Budget Control Record for the appropriate month as shown under "Monthly Allocation."

Column 5.—Enter the total encumbrances for the past month only, taken from the Budget Control Record.

Column 6.—If column 5 is greater than column 4, enter the difference in this column. This indicates that this item is out of control.

Column 7.—If column 4 is greater than column 5, enter the difference in this column. This indicates that this item is under control.

Column 8.—Enter the amount shown on the Budget Control Record for the fiscal period, as shown under "Monthly Allocation," to and including the past month.

Column 9.—Enter the cumulative total encumbrances for the fiscal period to and including the past month taken from the Budget Control Record.

Column 10.—If column 9 is greater than column 8, enter the difference in this column. This indicates that this item is out of control.

Column 11.—If column 8 is greater than column 9, enter the difference in this column. This indicates that this item is under control.

Column 12.—Enter the amount shown on the Budget Control Record for the next month.

Column 13.—Enter the difference between column 12 and column 10, or the sum of column 12 and column 11, as the case may be.

Column 14.—Enter the difference between column 3 and column 9.

Column 15.—The entry in this column does not necessarily bear an arithmetic relationship to any of the other entries. If the Manager estimates that the work program for the balance of the year will require the amount shown in column 14, the amount in column 15 should be the same. If the Manager estimates that the work program will require more or less than shown in column 14 he shall enter the revised estimate in column 15. When the change from column 14 becomes significant in amount, a request for revision of the budget shall be made to the central office, adequately supported and in the same manner as for the original budget request.

In case the Monthly Budget Report indicates that the Manager is not exercising proper or adequate control over the encumbrances and expenditures, it will always be the prerogative of the central office to make such adjustments in the budget as it may feel are sound. The Manager will be informed promptly of any such action on the part of the central office.

As the income items do not lend themselves to the same control as do expenditure items by means of the Budget Control Record, the "actual" income must be taken from the regular accounting books. Except for this, columns 16 to 27 inclusive are sufficiently parallel to columns 1 to 12 to require no detailed explanation.

Column 28.—Enter the difference between column 27 and column 26 or the sum of column 27 and column 25 as the case may be.

Column 29.—Enter the difference between column 18 and column 24.

Revised Aug. 1, 1941

G. MONTHLY
BUDGET RE-
PORT, EX-
PENDITURE
ITEMS

H. MONTHLY
BUDGET RE-
PORT, INCOME
ITEMS

Column 30.—As in the case of column 15, this entry does not necessarily bear an arithmetic relationship to any of the other entries. It is very important that the Manager review his forecast of income monthly and revise his original forecasts if necessary. If and when his revision results in a significant difference from the original, a complete statement shall be made to the central office in the same form as the original request for budget. This may result in the approval of an increase or decrease in the income forecast of which the Manager will be notified. He will then change the monthly income allocations to comply.

I. CHANGES IN THE WORK PROGRAM

It is essential to sound budget administration that full and sympathetic recognition be given both by the Manager and the central office to the necessity of changing and adjusting the predetermined work program to meet changing conditions and situations of operation. The responsibility for recognizing these changed conditions and situations rests with the Manager. Only by constant review of the original program, constant comparison with current operations, and constant alertness in anticipating future operations can he chart his course of management successfully.

It is essential that once the necessity for changes in the work program is recognized, the corresponding adjustment of the financial aspect of the budget be made. Such adjustments must be made with certain formalities depending upon the magnitude of the changes. The adjustments may result in transfers between the budget items without increasing the total of the budget or an increase or decrease in the total budget.

J. TRANSFERS BY MANAGER

The Manager is authorized to transfer (without prior authority of the central office) amounts between controlled divisions or subdivisions of the budget, as shown on the Breakdown of Budget by Months, FWA Form DHM 43, not exceeding a cumulative total of 10 percent per annum of the total amount allocated to the division or subdivision, to or from which transfers are made, *excepting* that such transfers may not be made to or from "Salaries," "Utilities," "Stores," or "Payments in Lieu of Taxes," or in any case where the transfer is likely to cause an overrun in the account from which the transfer is made. For example, the *Manager may* transfer, within the 10 percent limitation, between "Janitorial—Other Expense" and "Manager's Office—Other Expense," or between "Operating Equipment" and "R. A. and M.—Non Dwelling," etc., but he *may not* transfer between "Operating Equipment" and "Manager's Office—Salaries," between "R. A. and M.—Dwellings," and "Electricity" or "Electricity" and "Fuel."

The Manager is also authorized to transfer amounts which he originally allocated for spending in a later month by moving them forward in part or in full for earlier spending to meet a change in the time element of the work program. However, the Manager should assure himself that the balance remaining is adequate to meet the remainder of the work program. Such transfers will require corresponding changes in the monthly allocations on the Budget Control Record.

K. OTHER TRANSFERS

Changes in the work program which involve transfers to or from any of the budget divisions in excess of the 10 percent limitation imposed above, or transfers between restricted divisions, must be authorized by the central office. A request shall be sent in letter form in quadruplicate setting forth the reasons for the change in the program and all possible information which will be helpful in determining the reasonableness of the request. The transfer shall not be made until one copy of the request is returned approved by the central office, or, in case of emergency, telegraphic authorization is received.

L. REVISIONS OF THE BUDGET

Major changes in the work program which indicate the need of additional operating funds, or transfers between budget divisions, shall be reported to the central office by letter, in quadruplicate, setting forth the reasons for the changes in the program with full supporting information. In case the

central office sees fit to approve the request, one approved copy will be returned to the Manager.

In case the changes which require additional funds or transfers between budget divisions are numerous, a complete supplemental budget shall be submitted instead of the letter required by the preceding paragraph.

As soon as the Manager has received the approval of the central office of changes in the budget, he shall submit a revision of the "Breakdown of the Budget by Months," in triplicate, one of which will be returned, if approved.

The budget procedure described herein contemplates the thoughtful preparation of a work program with careful estimates of the cost of operation according to that program, as well as logical forecasts of the resulting income. It further contemplates periodic checks to determine how closely the Manager is adhering to his predetermined program or to indicate where and when deviation from it becomes advisable or necessary.

M. CONCLUSION

It is important that the Manager realize the need of following a definite plan of operation until he finds it necessary to change the plan and then that he do so with definite formality and dispatch.

It is hoped that Managers will be impressed with the principle of planning their work and then working according to their plan. The fact that it may become necessary to adjust or change the work plan and spending plan from time to time, as conditions under which the work is actually performed differ from those on which the original plans were based, is in no sense an indictment of the validity of controlled budgeting. Rather it is the soundest kind of support for the kind of forward planning which is designed to meet courageously, yet sympathetically, any and all conditions (many of them unpredictable) which affect operations.

The procedure herein outlined is not established primarily for the information of the central office. It has been adopted as being an essential tool of management to enable the Manager to operate intelligently and successfully by establishing a work plan that he knows and a spending plan which is consistent with it.

FWA Forms DHM 18, DHM 20, and DHM 21 are hereby rescinded. FWA Forms DHM 14, DHM 15, DHM 15a, DHM 15b, DHM 16, DHM 17, DHM 19, and DHM 21a have been previously rescinded.

Revised Aug. 1, 1941

PWA Form DM 31
(Revised 8-1-41)
Page 1 of 12

FEDERAL WORKS AGENCY
DEFENSE HOUSING DIVISION

Send 4 complete copies of this
set of 12 sheets to Management
Section, PWA Defense Housing,
Washington, D. C.

RECAPITULATION OF INCOME AND EXPENSE

Budget for fiscal year ending June 30, 194__.

Development _____
Number of units _____ Type of occupants _____
Manager _____ Date _____

Do not use this column

| By object | 1. Actual past fiscal year 194__ | 2. Estimated current fiscal year 194__ | 3. Estimated next fiscal year 194__ | 4. Approved estimate next fiscal year 194__ |
|---|---|---|--|--|
| INCOME | | | | |
| Total estimate (from sheet 3) | | | | |
| EXPENSE | | | | |
| Housing Manager's Office (from sheet 4) | | | | |
| Janitorial (from sheet 5) | | | | |
| Utilities (from sheet 6) | | | | |
| M. A. and M. (from sheet 9) | | | | |
| Community facilities (from sheet 10) | | | | |
| Purchase of operating equipment (from sheet 11) | | | | |
| Payments in lieu of taxes (from sheet 12) | | | | |
| Insurance (from sheet 12) | | | | |
| | | | | |
| | | | | |
| | | | | |
| Total operating expense | | | | |
| Stores inventory account | | | | |
| Total all expense | | | | |
| Net income | | | | |

Remarks:

Noted by:

Date:

FEDERAL WORKS AGENCY
DEFENSE HOUSING DIVISION

DESCRIPTION OF DEVELOPMENT

Building agency _____ Management agency _____

| BUILDINGS | |
|---------------------|---------------------------------|
| Number of buildings | Style, type, and/or plan number |
| | |
| | |
| | |
| | |
| | |
| | |
| | Stores |
| | Schools |
| | M and W R buildings |
| | |
| | Total number of buildings |

Acres to be maintained

1. Streets:
2. Water plant:
3. Electrical plant:
4. Sewerage plant:
5. plant:
6. Parking areas:
7. Recreation areas:
8. Garages:
9. Schools (distance from and transportation facilities):
10. Churches:
11. Concessions:
- 12.
- 13.
- 14.

FWA Form DHM 31
(Revised 8-1-41)
(Page 4 of 12)

ESTIMATE OF EXPENDITURES

9400 HOUSING MANAGER'S OFFICE

Do not use this column

| By object | 1. Actual past fiscal year 194__ | 2. Estimated current fiscal year 194__ | 3. Estimated next fiscal year 194__ | 4. Approved estimate next fiscal year 194__ |
|-------------------------------|---|---|--|--|
| 9401 Salaries | \$ | \$ | \$ | \$ |
| 9402 Supplies and materials | | | | |
| 9403 Communication service | | | | |
| 9404 Heat, light, and water | | | | |
| 9405 Travel expense | | | | |
| 9406 Transportation of things | | | | |
| 9407 Printing and bindings | | | | |
| 9408 Equipment | | | | |
| 9409 Miscellaneous expense | | | | |
| Total managerial expense | \$ | \$ | \$ | \$ |

BREAKDOWN AND JUSTIFICATION OF ABOVE HOUSING MANAGER'S OFFICE

| 9401—Position title | Annual salary | Period employed | Salary for period |
|--|---------------|-----------------|-------------------|
| 1. | \$ | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |
| 5. | | | |
| 6. | | | |
| 7. | | | |
| 8. | | | |
| 9. | | | |
| 10. | | | |
| Total salary account 9401—col. 3 above | | | \$ |

| 9402—Supplies and materials | |
|-----------------------------|--------|
| Items | Amount |
| 1. | \$ |
| 2. | |
| 3. | |
| 4. | |
| 5. | |
| 6. | |
| 7. | |
| 8. | |
| Total account 9402—col. 3 | \$ |

| 9403—Communication services | |
|-----------------------------|--------|
| Type | Amount |
| Telephone service | \$ |
| Long-distance calls | |
| Telegraph | |
| Postage (not parcel post) | |
| Total account 9403—col. 3. | \$ |

| 9404—Heat, light, water | |
|---------------------------|--------|
| Items and type | Amount |
| Heat | \$ |
| Electric | |
| Water | |
| Total account 9404—col. 3 | \$ |

| 9405—Transportation | Amount |
|---------------------------|--------|
| 1. | \$ |
| 2. | |
| 3. | |
| 4. | |
| 5. | |
| Total account 9405—col. 3 | \$ |

| 9405—Travel—state briefly estimated official trips and cost of each | Amount |
|---|--------|
| | \$ |
| Total account 9405—col. 3 | \$ |

| 9407—Printing and binding—estimate costs—list briefly | Amount |
|---|--------|
| | \$ |
| Total account 9407—col. 3 | \$ |

| 9409—Miscellaneous expense—itemize | Amount |
|------------------------------------|--------|
| 1. | \$ |
| 2. | |
| 3. | |
| 4. | |
| 5. | |
| 6. | |
| 7. | |
| 8. | |
| 9. | |
| Total account 9409—col. 3 | \$ |

| 9408—Equipment (management office) | Amount |
|------------------------------------|--------|
| 1. | \$ |
| 2. | |
| 3. | |
| 4. | |
| 5. | |
| 6. | |
| 7. | |
| Total account 9408—col. 3 | \$ |

Note: If you feel that additional space for complete justification is required, attach an extra sheet. Unless you do completely justify each and every item, budget will be subject to revision in the Central Office.

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(Revised 8-1-41)
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ESTIMATE OF EXPENDITURES

9410 JANITORIAL EXPENSE

Do not use this column

| By object | 1. Actual past fiscal year 194__ | 2. Estimated current fiscal year 194__ | 3. Estimated next fiscal year 194__ | 4. Approved estimate next fiscal year 194__ |
|----------------------------------|---|---|--|--|
| 9411 Salaries | \$ | \$ | \$ | \$ |
| 9412 Supplies and materials | | | | |
| 9413 Equipment | | | | |
| 9414 Disinfectant and fumigation | | | | |
| 9415 Refuse removal | | | | |
| 9416 Watchmen | | | | |
| Total janitorial expense | \$ | \$ | \$ | \$ |

BREAKDOWN AND JUSTIFICATION OF ABOVE

| JANITORIAL SALARY BREAKDOWN | | | |
|-----------------------------|---------------|-----------------|---|
| 9411—Position title | Annual salary | Period employed | Remarks |
| 1. | \$ | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |
| 5. | | | |
| 6. | | | |
| 7. | | | |
| 8. | | | |
| Total salaries requested | \$ | | As shown above under account 9411—column 3. |

| 9412—Supplies and materials | |
|-----------------------------|--------|
| Items | Amount |
| 1. | \$ |
| 2. | |
| 3. | |
| 4. | |
| 5. | |
| 6. | |
| 7. | |
| 8. | |
| 9. | |
| 10. | |
| Total account 9412—column 3 | \$ |

| 9413—Equipment (janitorial only) | |
|----------------------------------|--------|
| Items | Amount |
| 1. | \$ |
| 2. | |
| 3. | |
| 4. | |
| 5. | |
| 6. | |
| 7. | |
| 8. | |
| 9. | |
| 10. | |
| Total account 9413—column 3 | \$ |

| 9414—Disinfectant and fumigation | |
|---|--------|
| Allow for powder for each unit 50 cents per year plus the cost of a few complete fumigation jobs each year. | |
| Items | Amount |
| 1. | \$ |
| 2. | |
| 3. | |
| 4. | |
| 5. | |
| 6. | |
| Total account 9414—column 3 | \$ |

9415—Refuse removal: Here set forth complete operating plan and cost per year. If this operation is done by contract, be sure to obtain bids from three interested parties.

Total account 9415—column 3

\$

| 9416—WATCHMEN SALARY BREAKDOWN | | | | |
|--------------------------------|---------------|-----------------|-------------------|-----------------------------|
| No. used | Annual salary | Period employed | Salary for period | Remarks: justify their use. |
| \$ | | | | |
| | | | | |
| | | | | |
| \$ | Total salary | | | |

| 9416—Watchmen's supplies | Cost |
|--------------------------|------|
| | \$ |
| | |
| | |
| | |
| Total supplies | \$ |

Post to account 9416, column 3 above, total of cost of watchmen's salary and supplies.

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(Revised 8-2-61)
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ESTIMATE OF EXPENDITURES

9430 REPAIRS, ALTERATIONS, AND MAINTENANCE, DWELLING STRUCTURES

Do not use this column

| By object | 1. Actual past fiscal year 194__ | | 2. Estimated current fiscal year 194__ | | 3. Estimated next fiscal year 194__ | | 4. Approved estimate next fiscal year 194__ | |
|--------------------------------------|---|--------------------|---|-------|--|-------|--|-------|
| | Salary | Other ¹ | Salary | Other | Salary | Other | Salary | Other |
| 9431 Painting and decorating | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| 9432 Structural | | | | | | | | |
| 9433 Electrical | | | | | | | | |
| 9434 Plumbing system | | | | | | | | |
| 9435 Gas system | | | | | | | | |
| 9436 Heating | | | | | | | | |
| 9437 Refrigerators | | | | | | | | |
| 9438 Ranges | | | | | | | | |
| Water heaters | | | | | | | | |
| Subtotal R.A.M., dwelling structures | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Total R.A.M., dwelling structures | \$ | | \$ | | \$ | | \$ | |

SCHEDULE OF BREAKDOWN OF ABOVE ESTIMATES

9431—EXTERIOR PAINTING

| Exterior wall material: | | | | | |
|-------------------------|----------------------------------|-------------------------|-------|------------|-------|
| Item | Number of units to be painted | Estimated cost per unit | | Total cost | |
| | | Salary | Other | Salary | Other |
| 1. | | | | \$ | \$ |
| 2. | | | | | |
| 3. | | | | | |
| 4. | | | | | |
| 5. | | | | | |
| 6. | | | | | |
| Total ² | | | | \$ | \$ |

9432—INTERIOR REDECORATING

| Interior wall finish: | | | | | |
|-----------------------|--------------------------------------|-------------------------|-------|------------|-------|
| Item | Number of rooms to be redecorated | Estimated cost per room | | Total cost | |
| | | Salary | Other | Salary | Other |
| 1. | | | | \$ | \$ |
| 2. | | | | | |
| 3. | | | | | |
| 4. | | | | | |
| 5. | | | | | |
| Total ² | | | | \$ | \$ |

9433—STRUCTURAL

| Construction material: | | | | | |
|------------------------|-----------------|---------------------------|------------|-------|--|
| Item | Number of units | Nature of work to be done | Total cost | | |
| | | | Salary | Other | |
| 1. | | | \$ | \$ | |
| 2. | | | | | |
| 3. | | | | | |
| 4. | | | | | |
| 5. | | | | | |
| 6. | | | | | |
| 7. | | | | | |
| 8. | | | | | |
| 9. | | | | | |
| Total | | | \$ | \$ | |

9434—ELECTRIC; 9435—PLUMBING; 9436—GAS; 9437—HEATING SYSTEMS (state which)

| Item | Number of units | Which | Work contemplated | Salary | Other |
|-------|-----------------|-------|-------------------|--------|-------|
| 1. | | | | \$ | \$ |
| 2. | | | | | |
| 3. | | | | | |
| 4. | | | | | |
| 5. | | | | | |
| 6. | | | | | |
| 7. | | | | | |
| 8. | | | | | |
| 9. | | | | | |
| 10. | | | | | |
| 11. | | | | | |
| Total | | | | \$ | \$ |

¹By "Other" is meant materials, equipment charge, etc., or contract price.
²Net totals of painting and redecorating to account 9431, column 5.

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(Revised 8-1-61)
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ESTIMATE OF EXPENDITURES

9440 REPAIRS, ALTERATIONS, AND MAINTENANCE, NONDWELLING STRUCTURES

Do not use this column

| By object | 1. Actual past fiscal year 194__ | | 2. Estimated current fiscal year 194__ | | 3. Estimated next fiscal year 194__ | | 4. Approved estimate next fiscal year 194__ | |
|---|---|-------|---|-------|--|-------|--|-------|
| | Salary | Other | Salary | Other | Salary | Other | Salary | Other |
| 9441 Painting and decorating | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| 9442 Structural | | | | | | | | |
| 9443 Electrical | | | | | | | | |
| 9444 Plumbing | | | | | | | | |
| 9445 Gas system | | | | | | | | |
| 9446 Heating | | | | | | | | |
| 9447 Refrigerators | | | | | | | | |
| 9448 Ranges | | | | | | | | |
| Water heaters | | | | | | | | |
| Subtotal R.A.M., nondwelling structures | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Total R.A.M., nondwelling structures | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |

SCHEDULE FOR ABOVE COST FIGURES

| Type of building construction—work to be done | Salary | Other |
|---|--------|-------|
| Painting and decorating | \$ | \$ |
| Structural | | |
| Electrical | | |
| Plumbing | | |
| Gas system | | |
| Heating | | |
| Refrigerators | | |
| Ranges and water heaters | | |
| Other—specify | | |
| Total | \$ | \$ |

Note: Use schedules similar to those on page 8 where nondwelling structures are more than incidental.

NSA Form 100-21
(Revised 8-1-41)
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3

ESTIMATE OF EXPENDITURES

REPAIRS, ALTERATIONS, AND MAINTENANCE OTHER THAN STRUCTURES

Do not use this column

| By object | 1. Actual past fiscal year 194__ | | 2. Estimated current fiscal year 194__ | | 3. Estimated next fiscal year 194__ | | 4. Approved estimate next fiscal year 194__ | |
|---|---|-------|---|-------|--|-------|--|-------|
| | Salary | Other | Salary | Other | Salary | Other | Salary | Other |
| 2151 Sidewalks, streets, etc. | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| 2152 Grounds, and, seed, etc. | | | | | | | | |
| 2153 Machinery and equipment other than automobiles | | | | | | | | |
| 2154 Sewer system | | | | | | | | |
| 2155 Water system | | | | | | | | |
| 2156 Electrical system | | | | | | | | |
| 2157 Automobile expense ¹ | | | | | | | | |
| 2158 Gas system | | | | | | | | |
| Subtotal R.A.M., other than structures | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Total R.A.M., other than structures | \$ | | \$ | | \$ | | \$ | |
| Total R. A. and M. (2150-2159) | \$ | | \$ | | \$ | | \$ | |

See sheet 11 for computation of costs.

SCHEDULE OF COMPUTATIONS FOR ABOVE WORK

(State below area involved, type of construction, materials used, work to be done, unit cost, and total cost for salary and other for each item.)

| | |
|---|--|
| Sidewalks | |
| | |
| | |
| Streets | |
| | |
| | |
| Parking areas | |
| | |
| | |
| Grounds, plants | |
| | |
| | |
| Seed (sq. yds.), seed (lb.) | |
| | |
| | |
| Machinery and equipment (List and show salary and other costs for each) | |
| | |
| | |
| Sewer system | |
| | |
| | |
| Water system | |
| | |
| | |
| Electrical system | |
| | |
| | |
| Gas system | |
| | |
| | |
| Other | |
| | |
| | |

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(Revised 8-1-61)
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ESTIMATE OF EXPENDITURES**9400 COMMUNITY FACILITIES**

Do not use this column

| By object | 1. Actual past fiscal year 194__ | | 2. Estimated current fiscal year 194__ | | 3. Estimated next fiscal year 194__ | | 4. Approved estimate next fiscal year 194__ | |
|----------------------------|---|-------|---|-------|--|-------|--|-------|
| | | | | | | | | |
| | Salary | Other | Salary | Other | Salary | Other | Salary | Other |
| 9401 Operation | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| 9402 Maintenance | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| Total community facilities | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |

Complete description of work contemplated with breakdown of salary and other costs:

MAINTENANCE MEN SALARY BREAKDOWN

| Position | Annual salary | Period employed | Remarks ¹ |
|-----------------|---------------|-----------------|----------------------|
| | \$ | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| Total salaries: | \$ | | |

Here show if personnel is employed full time or on a W.A.T. basis and any other information that will justify their employment. If employed part time show in remarks column annual salary rate used and then in annual salary column show amount of funds requested for their employment.
This figure should agree with total of salary for M. A. and W. sheet if plus account 9400. Salary and any W.A.T. labor to be used during fiscal year not listed here.

FWA Form DHM 31
(Revised 8-1-62)
(Page 12 of 13)

Payment in lieu of taxes (here show your estimated payments to the various governing bodies involved, your services received from them, and what payments are to be made, and dates due):

Insurance (on projects operated through agreements with local authorities only, show complete breakdown, giving type of coverage and costs):

It is respectfully requested that the above budget for the fiscal year 194____ for this Defense Housing Development be approved.

(Date)

(Housing Manager)

(Date)

(Director, Defense Housing Division)

The budget herein requested is approved in the amount of \$_____, for the purposes indicated and in accordance with the justification attached hereto.

(Date)

(Executive Assistant and Budget Officer, Federal Works Agency)

[illegible]

FWA Form DHM 44
(8-1-41)

BUDGET CONTROL RECORD

Development Foraway HomesAccount name Manager's Office- Other ExpenseFiscal year 1942Account number 9402-3-4-5-6-7-8-9

| Monthly allocations | | | | | | | | | | | |
|---------------------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|------|
| July | August | September | October | November | December | January | February | March | April | May | June |
| 520 | 270 | 600 | 240 | 250 | 300 | 350 | 400 | 250 | 220 | 200 | 200 |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| Total | 790 | 1390 | 1630 | | | | | | | | |

| Date | Req. or P. O. No. | Debit | Credit | Balance | Date | Req. or P. O. No. | Debit | Credit | Balance |
|-------|-------------------|-------|--------|---------|------|-------------------|-------|--------|---------|
| 9/2 | Bal, For'd. | 520 | (1390) | 520 | | | | | |
| 9/2 | 22 | 110 | | 410 | | | | | |
| 9/2 | 12 | 140 | | 270 | | | | | |
| 9/2 | 13 | 100 | | 170 | | | | | |
| 9/7 | Vo. 25 | 5 | | 165 | | | | | |
| 9/8 | 21 22 | 10 | | 155 | | | | | |
| 9/9 | 22 12 | | 5 | 160 | | | | | |
| 9/14 | Vo. 21 | 30 | | 130 | | | | | |
| 9/18 | 14 | 40 | | 90 | | | | | |
| 9/20 | 14 13 | 5 | | 85 | | | | | |
| 9/24 | 13 14 | | 5 | 90 | | | | | |
| 9/25 | Vo. 33 | 30 | | 60 | | | | | |
| 9/25 | Vo. 42 | 30 | | 40 | | | | | |
| 9/28 | 35 | 35 | | 5 | | | | | |
| 9/30 | Balance | 585 | 630 | 5 | | | | | |
| 9/30 | Acc. " | 1385 | 1390 | 5 | | | | | |
| 10/1 | | | 240 | 245 | | | | | |
| 10/7 | Vo. 43 | 5 | | 240 | | | | | |
| 10/11 | 15 19 | 5 | | 235 | | | | | |
| 10/21 | Vo. 50 | 30 | | 205 | | | | | |
| 10/25 | Vo. 56 | 30 | | 175 | | | | | |
| 10/26 | Vo. 58 | 5 | | 170 | | | | | |
| 10/28 | 18 | 150 | | 20 | | | | | |
| 10/31 | Balance | 235 | 240 | 15 | | | | | |
| 10/31 | Acc. " | 1610 | 1630 | 20 | | | | | |

FWA Form DHM 44
(8-1-41)

BUDGET CONTROL RECORD

Development Faraway HomesAccount name Manager's Office - SalariesFiscal year 1942Account number 9401

| Monthly allocations | | | | | | | | | | | |
|---------------------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-----|------|
| July | August | September | October | November | December | January | February | March | April | May | June |
| 839 | 838 | 838 | 839 | 838 | 838 | 839 | 838 | 838 | 837 | 838 | 838 |
| | | | | | | | | | | | |
| Total | 1677 | 2515 | 3354 | | | | | | | | |

| Date | Req. or P. O. No. | Debit | Credit | Balance | Date | Req. or P. O. No. | Debit | Credit | Balance |
|--------|-------------------|-------|--------|---------|------|-------------------|-------|--------|---------|
| 7/1/41 | | | 839 | 839 | | | | | |
| 7/14 | Payroll V. # 2 | 419 | | 420 | | | | | |
| 7/29 | " " # 2 | 419 | | 1 | | | | | |
| 7/31 | Balance | 838 | 839 | 1 | | | | | |
| 7/31 | Acc. " | 838 | 839 | 1 | | | | | |
| 8/1 | | | 838 | 839 | | | | | |
| 8/14 | Payroll V. # 3 | 419 | | 420 | | | | | |
| 8/29 | " " # 4 | 419 | | 1 | | | | | |
| 8/30 | Balance | 838 | 838 | 1 | | | | | |
| 8/30 | Acc. " | 1676 | 1677 | 1 | | | | | |
| 9/1 | | | 838 | 839 | | | | | |
| 9/14 | Payroll V. 5 | 419 | | 420 | | | | | |
| 9/29 | " " 6 | 420 | | 0 | | | | | |
| 9/30 | Balance | 839 | 838 | - 1 | | | | | |
| 9/30 | Acc. " | 2515 | 2515 | 0 | | | | | |
| 10/1 | | | 839 | 839 | | | | | |
| 10/14 | Payroll V. 7 | 419 | | 420 | | | | | |
| 10/29 | " " 8 | 419 | | 1 | | | | | |
| 10/31 | Balance | 838 | 839 | 1 | | | | | |
| 10/31 | Acc. " | 3353 | 3354 | 1 | | | | | |

PURCHASING PROCEDURES FOR DEFENSE HOUSING DEVELOPMENTS

1. The Housing Manager will purchase the supplies and equipment necessary for the operation of the development which have been *approved in the budget estimate* for the period, with the exception of items in Section 2. All purchases shall be made in conformity with the procedure herein specified.

AUTHORITY
TO MAKE
PURCHASES

2. The following items will not be purchased by the Housing Manager but will be obtained by submitting written requests to the Washington office:

EXCEPTED
ITEMS

- a. All forms prescribed for general use.
- b. Standard printed stationery.
- c. Automotive equipment.

3. FWA Form DHM 110 shall be used to initiate the procurement of all articles except from Stores Account and all services other than pay roll salaries. The requisition will be prepared in *duplicate* by the employee who will be responsible for the use of the articles or services. Separate requisitions shall be used for each different account number to which charges will be made. In case the requisition covers an article or service which is chargeable to more than one account, a single requisition may be used and the prorated amount to be charged to each shall be clearly shown. The original shall be submitted to the Housing Manager for approval and the copy shall be retained by the person originating the requisition.

PURCHASE
REQUISITION
FWA FORM
DHM 110

In preparing the requisition, the quantity and description of the articles or services must be fully shown and described and, in case it is of importance that articles match existing ones, a sample of those desired should accompany the requisition. It is important that the cost of the article or services be estimated as closely as possible and that the account number indicate the anticipated use according to the approved budget.

If the Housing Manager sees fit to approve the requisition he will sign it and forward it to the budget control. (See Budget Procedure, Part VI.) The requisition then is passed to the employee to whom is assigned the work of procurement. It shall remain in the purchasing file attached to the office copy of the bids, purchase order, etc. In the case of automotive equipment, the requisition shall be prepared in triplicate, the original and one copy of which shall be forwarded to the Central Office after having been signed by the Manager and passed through the budget control.

4. Before making a purchase the Housing Manager shall consult the "General Schedule of Supply Contracts" and the "Schedule of Products Made in Federal Penal and Correction Institutions."

GENERAL
SCHEDULE OF
SUPPLIES, AND
FEDERAL PRIS-
ONS INDUS-
TRIES CATALOG

In all instances where the articles are found on the General Schedule of Supplies, (appendix II attached), they must be purchased from the contractor listed in the General Schedule of Supplies Contracts, copies of which will be sent as and when issued. If no local representative of the contractor shown in the General Schedule of Supplies is available, a purchase order (FWA Form DHM 104) may be sent direct to the contractor, using the prices shown in the Schedule. If the contractor advises that prompt or necessary delivery is not possible, purchases may be made in the open market in accordance with these regulations. However, vouchers covering payment of such open-market purchases must contain the explanation that, due to emergency conditions, satisfactory delivery could not be obtained from the supply contractor. In general, prices paid should not be materially in excess of those specified in contract schedules of the Procurement Division for comparable quality.

In all instances where the articles in the catalog, "Schedule of Products Made in Federal Penal and Correction Institutions," (to be sent under separate cover) are to be purchased, the purchase must be made from the Federal Prison Industries, Inc., by issuing a purchase order (FWA Form DHM 104) using the prices shown in the Schedule and sent direct to: Federal Prison Industries, Inc., Department of Justice, Washington, D. C. Attention is directed to page 2 of the Introductory Statement of the Federal Prison Industries Catalog.

PURCHASE OF ARTICLES

5. If the items desired do not fall in the categories covered by Sections 2 or 3 above, the Housing Manager shall determine which of the following limitations is applicable and shall proceed accordingly.

Less than \$5.00

- a. Such purchases may be made in the open market without obtaining bids, but the Housing Manager must assure himself that the price is supportable for the quantity and quality obtained. "Public Voucher for Purchases, etc.," Form 1034-Rev. (exhibit A), shall be filled out in 4 copies. The execution and disposition of the copies shall be as shown in appendix I, exhibit A. (See paragraph 22 for instructions relative to reporting purchases to the Procurement Division.)

From \$5.00 to \$25.00

- b. Such purchases may be made after obtaining three (3) bids by telephone or verbal solicitation. The Voucher, Form 1034-RW, shall be filled out in 4 copies, as in "a" and in addition the names of the bidders and the amounts of their quotations shall be listed in the space below the printed matter on the back. The execution and disposition of the copies shall be as shown in appendix I, exhibit B. (See paragraph 22 for instructions relative to reporting purchases to the Procurement Division.)

From \$25.00 to \$100.00

- c. Such purchases may be made only after soliciting by letter *not less than* three (3) bids from normal sources of supply of the commodity desired. Copies of Form 33 may be used in soliciting bids instead of a letter, but the words "Sealed" and "and then publicly opened" at the top of the form should be crossed out and there is no need for more than a single copy of the bid. Each bid shall be in writing and signed by the bidder. In case less than three bids are either requested or received due to a lack of sources of supply or for any other reason, a full explanation shall be prepared to accompany the voucher. Following receipt of bids, the Housing Manager shall issue a Purchase Order, FWA Form DHM 104 (exhibit F), in 4 copies, the original being given to the lowest responsible bidder. Upon receipt of the articles, he shall prepare the Voucher Form 1034-RW in 4 copies with a list of the bids and bidders as in "b" above, also by filling in Method of Advertising, 2 (a) on the back of the Voucher. The disposition of the voucher is described in appendix I, exhibits A and B. The disposition of the copies of the Purchase Order is described in appendix I exhibit F.

Over \$100.00

- d. Such purchases may be made only after setting up the requirements on the "Invitation, Bid, and Acceptance" Form 33 (exhibit C). Three copies shall be mailed to each vendor and an additional copy shall be posted on a bulletin board in the Housing Manager's office and another copy posted on the local post office bulletin board. Invitations shall be mailed to not less than three normal sources of supply and separate invitations shall be sent out for different classifications of articles. Invitations in this class must be accompanied

by detailed specifications for the articles. Upon the receipt of bids at the time stated, they shall be publicly opened and read and the award shall be made by the Housing Manager to the lowest responsible bidder. "Statement and Certificate of Award," Form 1036, shall be filled out as described in exhibit D. The Purchase Order, FWA Form DHM 104, is then filled out and distributed as described in exhibit F. Upon receipt of the articles, the Voucher Form 1034 is prepared as described in exhibits A and B.

- e. Such purchases shall follow the same procedure as "d" above, with *Over \$2,000* the following exceptions:

The result of the negotiation becomes a contract and shall be assigned a number which shall then be used to identify all papers. The contract number shall consist of the development accounting number followed by a dash and a consecutive number assigned by the Housing Manager. The original of Form 33 shall be sent to the Central Office of the Defense Housing Division for transmittal to the General Accounting Office prior to the due date of the first payment to the contractor.

6. Emergencies may arise or conditions be such that the procurement of material in excess of twenty-five dollars (\$25) without advertising and obtaining written bids, is necessary. Such occasions are to be regarded as exigencies, and Housing Managers, in preparing vouchers to cover such purchases, shall certify on the vouchers that an emergency existed and state the circumstances thereof, and that it was impracticable to advertise and obtain written bids. An exigency is defined to be "an immediate pressing necessity and one requiring resort to unusual power and effort." If the approved budget does not cover the item to be purchased, the Chief of the Management Section shall be communicated with previous to an expense being created. Telegraph or telephone should be used for this communication. An emergency purchase shall not be made when avoidable, or unless it is not possible to obtain bids by telephone due to the time of day or due to holidays.

SPECIAL CON-
SIDERATIONS
EMERGENCY
PURCHASES

7. If the purchase involves the performance of any service requiring the hiring of labor for the specific job, the following condition must be typed on Standard Form No. 33:

CONTRACTS
INCLUDING
LABOR

No laborer or mechanic doing any part of the work contemplated by this contract, in the employ of the contractor or any subcontractor contracting for any part of said work contemplated, shall be required or permitted to work more than eight hours in any one calendar day upon such work at the site thereof. For each violation of the requirements of this article a penalty of five dollars shall be imposed upon the contractor for each laborer or mechanic for every calendar day in which such employee is required or permitted to labor more than eight hours upon said work, and all penalties thus imposed shall be withheld for the use and benefit of the Government: Provided, that this stipulation shall be subject in all respects to the exceptions and provisions of the act of June 19, 1912 (37 Stat. 137) relating to hours of labor.

This provision does not apply to any manufactured products, but does apply to any contract involving labor in the production of an item specifically produced under that contract.

CONSTRUCTION
CONTRACTS IN
EXCESS OF
\$2,000

8. Where a contract for construction, including maintenance and repairs, in excess of \$2,000, involves use of labor on the site of the development, a wage determination by the Department of Labor must be obtained from the Chief of the Management Section and be incorporated in the bid invitation. Where a contract for *construction*, including maintenance and repairs, for \$2,000 or less, involves use of labor at the site, the Housing Manager shall determine the prevailing wage in the locality for each classification of labor to be used in such contract, and shall set forth such determination in the bid invitation and in the contract together with the requirement that the contractor

shall not pay less than such rates. Where a contract for *services* for \$2,000 or less involves use of labor at the site, the bid invitation and the contract must contain a clause to the effect that not less than prevailing wages shall be paid in performing work covered in the bid invitation and the contract.

**BASIS OF
AWARDS**

9. In all instances awards shall be made to the lowest responsible bidder whose bid meets the specifications. In case several items are included on the invitation, the award shall be made to the low bidder on each item. In case of tie low bids, consideration shall be given to discounts and in case these too are tie, to definite advantage in delivery. If the bids are still tie, the award may be made by drawing lots. In no case shall the award for tie bids be split.

All contracts shall be on contract forms prescribed by the Director of the Division of Defense Housing.

**TELEPHONE
SERVICE**

10. Telephone utilities for use of the Housing Managers are to be obtained by contract with the local telephone company. There is no requirement to obtain bids, but the contract must be prepared on Contract for Telephone Service, Standard Form 40, exhibit E, and executed by the responsible official of the telephone company and the Housing Manager. No purchase order is necessary as this form serves the purpose.

**OTHER
UTILITIES**

11. The other utilities for use of the development or the Manager's office will be negotiated and contracts prepared by a representative of the central office.

**CONTRACTUAL
SERVICES
OTHER THAN
PERSONAL**

12. All items of purchase of services other than personal (garbage removal, rental of furniture for office, armored car service, etc.), which will cause monthly recurring charges, for a period in excess of one month, shall be negotiated as in section 3 (d) and (e) and will result in a contract with a provision for a 30-day notice of cancellation. If only one responsible bidder submits a quotation, this should be so stated on the Certificate of Award, Standard Form 1036, attached to the contract. The Housing Manager will then issue a purchase order to the vendor of the services, stating the frequency of service, etc., or stating "in accordance with specifications attached," and attaching a copy of the specifications to the purchase order.

**CLEANING
SUPPLIES**

13. The Housing Manager shall purchase only sufficient cleaning supplies for approximately 6 months as it is contemplated that mass contracts will be made for these items by the Washington office as soon as the necessary information can be gathered from the Managers and bids can be taken.

**STORES
ACCOUNT**

14. Each development budget includes an allowance for a revolving stores account. This will be used by the Housing Manager to purchase not in excess of one year's stock of supplies and materials such as valves, fittings, etc., for use in the work of repair, alteration, and maintenance. When supplies and materials from this stock are used, they shall be charged to the appropriate item of the budget and the stores account will be credited. Replenishment and new purchases of stock shall be made in the amount of credits to the stores account. The value of the stores account must remain at the figure allowed in the budget until the Housing Manager has received authorization to change it.

**MAJOR RE-
PAIRS AND
REPLACEMENTS**

15. The policies as to major repairs and replacements will be determined by the central office and furnished to the Housing Managers. The purchase of paint and other materials for major repairs and replacements is to be deferred until such determinations are made.

16. The Housing Managers are hereby authorized to rent such office furniture and equipment as they may need for temporary purposes in accordance with paragraphs above. OFFICE FURNITURE
17. Particular attention is invited to the requirement of purchase of domestic articles. The purchase of a foreign-made or foreign-produced article must not be made without specific authorization by the head of the Department or Agency, even if that is the only item available for the purpose. Housing Managers should specifically see that the certificate on Standard Form 1034 is properly executed. DOMESTIC-MADE GOODS
18. In those States or localities having sales taxes or other taxes that are not applicable to the Federal Government, the United States Government Tax-Exemption Certificate, Standard Form 1094, shall be delivered to the vendor by the Housing Manager in lieu of the tax amount on all purchases made for the use of the Federal Government. Should a vendor refuse to accept the tax-exemption certificate, it should be completed and forwarded to the Director of Defense Housing Division for handling directly with the State or locality concerned. Tax-exemption certificates in book form will be issued and charged to Housing Managers. TAX EXEMPTION CERTIFICATES
19. No printing and binding shall be done except after receiving specific authorization for each job by the central office. Each time it is necessary for a field office to have printing done locally a request shall be sent to the Chief of the Management Section indicating the number of copies desired, with an estimate of the cost, and a copy of the form desired. Reproduction of material on project-owned mimeograph equipment does not require central office approval as a printing item. PRINTING AND BINDING
20. The Government Bill of Lading, Standard Form 1058, shall be used for all Government shipments. In the few exceptional cases where contracts are awarded F.O.B. point of origin the Housing Managers will issue the necessary bill of lading to cover the shipment at the time of mailing the purchase order. BILL OF LADING
21. When necessary to advertise for work in newspapers, authority from the head of the Agency must be obtained. In order to advertise, the Housing Manager shall request the central office to secure approval of the Administrator of the Federal Works Agency. Detailed instructions as to forms to use and methods of advertising will be furnished with the authorization to advertise. AUTHORITY TO ADVERTISE IN NEWSPAPERS
22. Housing Managers shall use official Federal Works Agency envelopes having the penalty privilege clause printed thereon for official correspondence in accordance with the postal regulations. Supplies of these envelopes will be provided by the Washington office. Attention is called to the four-pound limit on packages via parcel post under the penalty privilege. Postage is required for material over the four pounds and for all air-mail, air-mail special-delivery, and other special types of mail. Postage stamps may be obtained by preparing the voucher, Standard Form 1034, having the postmaster sign the certificate of payment due and the Housing Manager then sending the voucher to the Regional Disbursing Officer for payment. When the check is delivered to the Housing Manager he can obtain the stamps from the postmaster. The accountability for stamps is covered in the accounting procedures. POSTAGE
23. On the last day of each month the Housing Manager shall mail to the Purchases Classification Section, Procurement Division, Treasury Department, Washington, D. C., a record of each purchase made during the month. This REPORTS OF PURCHASES TO PROCUREMENT DIVISION

shall include one copy of each purchase order written and a tabular list of each purchase made under paragraph 4 (a) and (b) showing for each:

- a. Name and address of the development
- b. Date of order
- c. Name and address of vendor
- d. Details of purchase:
 - (1) Sufficient description of items to enable ready and positive identification (manufacturer's name and model No. is not adequate)
 - (2) Unit and unit prices
 - (3) Number of units
 - (4) Total price
 - (5) Discount terms
 - (6) Delivery point, if purchased for other than delivery to destination
 - (7) Required delivery date

Revised Aug. 1, 1941

Appendix I

Standard Forms Used in Purchasing Procedures for
Management of Defense Housing Developments

Appendix I

Public Voucher for Purchases and Services Other Than Personal, Standard Form No. 1034.

EXHIBITS
A AND B

Prepare original and three copies. The signature of the vendor shall be obtained on the line labelled "payee," signature or initials of the project accountant shall be obtained just below the line which reads "account verified, correct for." The section of the form entitled "Accounting Classification" shall be filled in with the proper appropriation and symbol numbers.

When the form has been properly filled in and when the account has been verified, the Housing Manager will sign the original only and send it and the following attachments to the Regional Disbursing Officer for payment:

1. Two confirmed copies of Form 1034.
2. The vendor's invoice, if any.
3. If over \$100 in one payment or recurring charges, the original of Invitation, Bid, and Acceptance, Standard Form 33.
4. If over \$100 in one payment or recurring charges, the original of Statement and Certificate of Award, Standard Form 1036.

Illustrates the manner in which Form 1034 should be prepared for purchases up to five dollars (\$5.00). EXHIBIT A

Illustrates the manner in which Form 1034 should be prepared for purchases between five dollars (\$5.00) and twenty-five dollars (\$25.00). This exhibit shows the case where three bids were obtained by telephone calls. EXHIBIT B

Standard Form No. 1084-Rev.
Form approved by
Comptroller General, U. S.
May 26, 1938
(Gen. Reg. No. 61, Supp. No. 7)

PUBLIC VOUCHER FOR PURCHASES AND SERVICES OTHER THAN PERSONAL

D. O. Ven. No. _____
Bu. Ven. No. _____

GENERAL ACCOUNTING
OFFICE PREAUDIT

Certified for payment in the
sum of \$ _____

Comptroller General of the
United States

By _____

U. S. FEDERAL WORKS AGENCY

(Department, bureau, or establishment)

Voucher prepared at San Diego, Calif. 3-31-41

(Give place and date)

THE UNITED STATES, Dr.,

To The John Brown Company

(Payee)

Address 410 Lamont Street, San Diego, California

Payee's Account No. _____

PAID BY

(For use of Paying Office)

| No. and Date of Order | Date of Delivery or Service | Articles or Services | Quantity | UNIT PRICE | | AMOUNT | |
|-----------------------|-----------------------------|---|----------|------------|-----|---------|------|
| | | (Enter description, item number of contract or general supply schedule, and other information deemed necessary) | | Cost | Per | Dollars | Cts. |
| | | Terms% Discount Cash days | | | | | |
| 762 | 3-31 | Brought forward from continuation sheet(s) | | | | | |
| | | Brooms | 7 | .15 | ea | 1. | 05 |
| | | Mops | 4 | .60 | ea | 2. | 40 |
| | | Wiping rags, waste | 10 | .02 | lb | | 20 |

Shipped from _____ to _____ Weight _____ Government B/L No. _____ Total \$3.65

I certify that the above bill is correct and just; that payment therefor has not been received; and that except as otherwise noted all of the articles, materials, and supplies furnished under purchase order No. _____ if unmanufactured articles, materials, and supplies, have been mined or produced in the United States, and if manufactured articles, materials, and supplies, they have been manufactured in the United States substantially all from articles, materials, or supplies mined, produced, or manufactured, as the case may be, in the United States; and that State or local sales taxes are not included in the amounts billed.

*Payee JOHN BROWN COMPANY

(Sign original only)

Per WILL SMITH

Title manager

(Payee must NOT use this space)

Differences _____

Account verified; correct for _____

(Signature or initials) ABC

Contract No. _____ Date _____ Reg. No. _____ Date _____ Invoice Rec'd _____

Pursuant to authority vested in me, I certify that the above articles were received in good condition, after due inspection, acceptance, and delivery prior to payment as required by law, or the services were performed as stated; that they were procured under the contract numbered above or the unnumbered contract attached hereto, or that they were procured without written contract, in open market, and with or without advertising, under the circumstances stated in No. _____ of "Method of or Absence of Advertising" shown on reverse hereof, and were necessary for the public service; and that the prices charged are just and reasonable and in accordance with the agreement.

† Approved for \$ _____

(Sign original only)

A. J. Smith

Title Housing Manager

ACCOUNTING CLASSIFICATION (for completion by Administrative Office)

| Appropriation, limitation, or project symbol | Appropriation title | | | | Limit'n or Proj't Amount | Appropriation Amount |
|--|---|------------------------|--------------|--------|--------------------------|----------------------|
| 80X0107.001 | National Defense Housing, Office of Administrator, Federal Works Agency, all other expenditures | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| Allotment symbol | Amount | Encumbrance liquidated | COST ACCOUNT | | OBJECT OF EXPENDITURE | |
| | | | Symbol | Amount | Symbol | Amount |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

Paid by { Check No. _____ dated _____, 19____, for \$ _____ } on Treasurer of the United States in favor of payee named above.
Cash, \$ _____ on _____, 19____, Payee _____

(Sign original only)

Per _____

Title _____

* When a voucher is signed or completed in the name of a company or corporation, the name of the person writing the company or corporate name, as well as the capacity in which he signs, must appear. For example: "John Doe Company, per John Smith, Secretary", or "Treasurer", as the case may be.
† If the ability to certify and authorize to sign is combined in one person, one signature only is necessary; otherwise the approving officer will sign in the blank space below "Approved for \$ _____", and over his official title.

(Sec. 3709 of the Revised Statutes)

- (Here state in detail the nature of the exigency or circumstances under which the securing of competition was impracticable under 3 and 4)

NOTE.—The above form "Method of or Absence of Advertising" is to be used when purchases are made or services secured under proper authority without written agreement in any form. In case of a written agreement (formal contract, proposal, and acceptance, or less formal agreement) Standard Form No. 1036—Revised should be used for abstracting the method of or absence of advertising and award of contract. (See General Regulations No. 51, Supplement No. 6, General Accounting Office, Aug. 20, 1930.)

U. S. Standard Form 33 (Revised)
Approved by the Secretary
of the Treasury
January 17, 1939

Invitation No. 2

INVITATION, BID, AND ACCEPTANCE

Contract No. _____

(SHORT FORM CONTRACT)

FEDERAL WORKS AGENCY

Division of Defense Housing, San Diego

(Department or establishment)

(Office or station)

745 Blank Street

(Address)

March 27, 1941

(Date)

INVITATION

Sealed bids, in triplicate subject to the conditions on the reverse hereof, will be received at this office until 10 o'clock a. m., April 14, 1941, and then publicly opened, for furnishing the following supplies, and/or services, for delivery at 745 Blank Street, San Diego, California

A. J. SMITH

(Name)

Housing Manager

(Title)

| ITEM No. | ARTICLES OR SERVICES | QUANTITY | UNIT | UNIT PRICE | AMOUNT | |
|---|--|----------|------|------------|---------|-------|
| | | | | | Dollars | Cents |
| 1 | Brick, common - - - - - - - - - - etc. | 4,000 | | | | |
| 2 | Brick, face, mottled, dark red, with wire mesh mottle, etc. | 4,000 | | | | |
| 3 | Cement, Portland, 100# bags | 20 | | | | |
| INSTRUCTIONS | | | | | | |
| An original and two copies will be prepared and sent to each bidder who will sign and return the original and one copy. If the amount of the contract is \$2,000 or over, when the award has been made, the original filled out by the successful bidder will be numbered with a serial contract number in the Housing Manager's Office and attached to the numbered contract. If the contract amounts to less than \$2,000, the original filled out by the successful bidder will be attached to the Public Voucher for Purchases and Services other than Personal, Standard Form 1034. The remaining copy of U. S. Standard Form 33 will be kept on file in the Housing Manager's Office. | | | | | | |
| In case the successful bidder on a <u>contract</u> desires a signed copy of Form 33, an additional copy may be prepared for him. | | | | | | |

BID

In compliance with the above invitation for bids, and subject to all the conditions thereof, the undersigned offers, and agrees, if this bid be accepted within _____ calendar days from the date of the opening, to furnish any or all of the items upon which prices are quoted, at the price set opposite each item, delivered at the point(s) as specified and, unless otherwise specified within _____ calendar days after receipt of order.

Discounts will be allowed for payment as follows: _____ percent 10 calendar days; _____ percent 20 calendar days; _____ percent 30 calendar days.

Bidder _____ Address _____

By _____ Title _____
(Signature of person authorized to sign this bid)

ACCEPTANCE BY THE GOVERNMENT

(Date)

Accepted as to items numbered _____

Name _____ Title _____

(OVER)

CONDITIONS

1. The Government reserves the right to reject any or all bids, to waive any informality in bids and, unless otherwise specified by the Government or by the bidder, to accept any item in the bid. In case of error in the extension of prices in the bid, the unit prices will govern.

2. Time, in connection with discount offered, will be computed from date of the delivery of the supplies to carrier when final inspection and acceptance are at point of origin, or from date of delivery at destination or port of embarkation when final inspection and acceptance are at those points, or from date correct bill (or voucher properly certified by the contractor is received if the latter date is later than the date of delivery).

3. In case of default of the contractor, the Government may procure the articles or services from other sources and hold the contractor responsible for any excess cost occasioned thereby: *Provided*, That if public necessity requires the use of materials or supplies not conforming to the specifications they may be accepted and payment therefor shall be made at a proper reduction in price.

4. If the contractor refuses or fails to make deliveries of the materials or supplies within the time specified, or any extension thereof, the Government may by written notice terminate the right of the contractor to proceed with deliveries or such part or parts thereof as to which there has been delay. In such event, the Government may purchase similar materials or supplies in the open market or secure the manufacture and delivery of the materials and supplies by contract or otherwise, and the contractor and his sureties (if any) shall be liable to the Government for any excess cost occasioned the Government thereby: *Provided*, That the contractor shall not be charged with any excess cost occasioned the Government by the purchase of materials or supplies in the open market or under other contracts when the delay of the contractor in making deliveries is due to unforeseeable causes beyond the control and without the fault or negligence of the contractor, including, but not restricted to, acts of God or of the public enemy, acts of the Government, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, unusually severe weather, and delays of a subcontractor due to such causes unless the contracting officer shall determine that the materials or supplies to be furnished under the subcontract are procurable in the open market, if the contractor shall notify the contracting officer in writing of the cause of any

such delay, within 10 days from the beginning thereof, or within such further period as the contracting officer shall, with the approval of the head of the department or his duly authorized representative, prior to the date of final settlement of the contract, grant for the giving of such notice. The contracting officer shall then ascertain the facts and extent of delay, and his findings of fact thereon shall be final and conclusive on the parties hereto, subject only to appeal within 30 days by the contractor to the head of the department concerned or his duly authorized representative, whose decision on such appeal as to the facts of delay shall be final and conclusive, on the parties hereto. As used herein "head of the department" means the head or any assistant head of the executive department or independent establishment involved, and "his duly authorized representative" means any person authorized to act for him other than the contracting officer; and the term "contracting officer" shall include his duly appointed successor or his authorized representative.

5. No Member of or Delegate to Congress, or Resident Commissioner, shall be admitted to any share or part of this contract or to any benefit that may arise therefrom unless it be made with a corporation for its general benefit.

6. Prices bid herein include any Federal tax heretofore imposed by the Congress which is applicable to the material on this bid. If any sales tax, processing tax, adjustment charge, or other taxes or charges are imposed or changed by the Congress after the date set for the opening of this bid, and made applicable directly upon the production, manufacture, or sale of the supplies covered by this bid, and are paid by the contractor on the articles or supplies herein contracted for, then the prices named in this bid will be increased or decreased accordingly, and any amount due the contractor as a result of such change will be charged to the Government and entered on vouchers (or invoices) as separate items.

7. Unless otherwise specified by the bidder, it is understood and agreed that only such unmanufactured articles, materials, and supplies as have been mined or produced in the United States, and only such manufactured articles, materials, and supplies as have been manufactured in the United States substantially all from articles, materials, or supplies mined, produced, or manufactured, as the case may be, in the United States shall be delivered pursuant to a contract awarded as a result of this bid.

INSTRUCTIONS TO BIDDERS

1. Samples of items, when required, must be furnished, free of expense, prior to the opening of bids, and, if not destroyed, will, upon request, be returned at the bidder's expense.

2. Prices should be stated in units of quantity specified, with packing included.

3. Time of proposed delivery must be stated in definite terms. If time varies for different items the bidder shall so state.

4. Envelops containing bids must be sealed and marked on the upper left-hand corner with the name and address of the bidder and the date and hour of opening, and addressed as instructed.

5. For further instructions read U. S. Standard Form 22 (Instructions to Bidders).

INSTRUCTIONS TO CONTRACTING OFFICERS

1. If shipment is made by Government bill of lading, observe consolidated classification requirements so as to secure the lowest rate applicable.

2. Although this form meets the requirements of a formal contract (R. S. 8744), if the execution of a formal contract with bond is contemplated U. S. Standard Forms 31 and 32 should be used.

3. If there is not sufficient space on the schedule to list all of the items, insert at the bottom of the schedule "Continued on ----- sheets of U. S. Standard Form 36", and use that form also.

4. If it is definitely known that final acceptance cannot be accomplished within 10 or 20 days from date of delivery due to necessity for tests or analyses which cannot be accomplished within that time, delete, before issuance, the discount provision relating to 10 calendar days or to both 10 and 20

calendar days. The provision relating to discounts may also be deleted when funds do not become available so that payment may be made within such time limits.

5. If the contract is likely to involve patent liability, the article on patents as contained in U. S. Standard Form 32 should be used.

6. If the contract provides for liquidated damages, the above Condition No. 4 should be deleted and there should be substituted therefor the article entitled "Delays—Liquidated Damages", quoted in Paragraph 5 of the directions on page 6, U. S. Standard Form 32, modified as follows: Delete "in Article 1", line 2, and if no bond is required, delete "and his sureties", lines 6 and 10; add the last sentence (definitions) of the above Condition No. 4.

Standard Form No. 1036—Revised
Form approved by
Comptroller General, U. S.
November 12, 1937
Gen. Reg. No. 51, Sup. No. 6

STATEMENT AND CERTIFICATE OF AWARD

No. 49-167
(Contract)
Date 3-31-, 19 41

FEDERAL WORKS AGENCY, Office of Administrator, Division of Defense Housing, San Diego,
(Department or establishment) (Bureau or office) (Location) California

METHOD OF OR ABSENCE OF ADVERTISING

(Section 3709 of the Revised Statutes)

1. After advertising in newspapers.
 2. (a) After advertising by circular letters sent to four dealers.
(b) And by notices posted in public places.
(If notices were not posted in addition to advertising by circular letters sent to dealers, explanation of such omission must be made. The notation on the certificate below must be "2 (a) (b)" or "2 (a)," depending on whether or not notices were posted.)
 3. Without advertising, under an exigency of the service which existed prior to the order and would not admit of the delay incident to advertising.
 4. Without advertising in accordance with _____
 5. Without advertising, it being impracticable to secure competition because of _____
- (Here state circumstances under which the securing of competition was impracticable)

AWARD OF CONTRACT

- A. To lowest bidder as to price (Expenditures).
- B. To other than the lowest bidder as to price (Expenditures).
- C. To highest bidder as to price (Receipts).
- D. To other than the highest bidder as to price (Receipts).

CERTIFICATE

I CERTIFY that the foregoing statement is true and correct; that the agreement was made in consequence of No. 2a & b of the method of or absence of advertising and in accordance with award of contract lettered 49-167, as shown above; that the total number of bids received is four, and that where lower bids (expenditure contracts) or higher bids (receipt contracts) as to price were received a statement of reasons for their rejection, together with an abstract of bids received, including all lower than that accepted in case of expenditure contracts and all higher in case of receipt contracts, is given below or on the reverse hereof or on a separate sheet attached hereto; that the articles or services covered by the agreement (expenditure) are necessary for the public service, and that the prices charged are just and reasonable.

| | |
|------------------------|----------|
| The John Brown Company | \$125.60 |
| Apex Plumbers | 145.20 |
| Plural Plumbers | 146.10 |
| Smith Brothers | 138.40 |

INSTRUCTIONS

This Form will be prepared after the contract has been let, and will list all the persons to whom invitations have been submitted. Standard Form 1036 will be prepared in duplicate. The original will accompany the original Public Voucher for Purchases and Services other than Personal, Standard Form 1034. The copy shall be retained by the Housing Manager's Office.

When the contract involves an amount of \$2,000 or over, the contract must be numbered serially by the Housing Manager and the original of Standard Form 1036 attached to it.

A. J. SMITH

(Signature of contracting officer)

Housing Manager

(Title)

NOTE.—This statement and certificate will be used to support all agreements, both formal contracts and less formal agreements of whatever character, involving the expenditure or receipt of public funds. It must be executed and signed by the contracting officer (unless the award is made by or is subject to approval by an officer other than the contracting officer, when execution and signature may be made by such officer).

10-1287

INSTRUCTIONS

1. General.

(a) This form will be used, with the exception of the Army, Navy, and Coast Guard, in ordering telephone service within the United States except in the District of Columbia.

(b) Original of form and copies as required will be prepared and executed on behalf of the United States. If form covers orders in connection with existing service, such as additions, discontinuances, changes, etc., the number and date of execution of the existing contract which the new form supplements or affects and the existing telephone number will be entered in the spaces provided.

(c) The telephone company receiving the form will, upon completion of the work involved, fill in spaces indicated and return all copies, signed by its authorized agent, with the exception of one copy which the telephone company will retain for its files.

2. Exchange Service.

(a) Every quantity of exchange service with which a specific charge is associated by the contractor shall appear as a separate item in the contract.

(b) The wording of each item shall fully identify the service quantity for which a charge is made. Contracts including unit quantities shall specify the number of units of each kind and the charge per unit.

(c) Each contract charge shall be so specified as to clearly show whether it is a monthly charge, or a nonrecurring charge such as a service connection, installation or other flat charge.

(d) Where any supplementary addition to, discontinuance of, or change in any existing service is required by the subscriber, the additional, discontinued or changed item or items shall be covered by a supplemental agreement executed on a separate Standard Form No. 40.

3. Abbreviated Wording.

In making the contract, the words used to identify service to be rendered may be abbreviated, but—

(a) Service quantities which according to the tariffs of the contractor are subject to different individual charges shall not be consolidated into one item, and

(b) No specification necessary to full identification and checking or any charge shall be omitted.

4. Toll Service.

Charges for toll service shall not be set forth in this contract, but such charges shall be quoted at any time on request of the subscriber or any representative thereof, so as to indicate clearly in each case—

(1) Type of call to be handled.

(2) Initial rate and period.

(3) Overtime rate and period.

(4) Hours, if limited, within which the quoted rates apply.

No error in any such quotations shall affect the billing and payment of the correct charges for any service rendered.

5. Authority for Changes in Charges and General Changes.

If changes are approved or ordered by any legally constituted authority having jurisdiction, or otherwise lawfully established by the contractor, which affect the charges for exchange service, or any of the terms of an existing contract or of these instructions, the subscriber shall be notified thereof by the contractor promptly in writing, and requested to prepare and forward to the contractor signed Standard Form No. 40, covering the change involved. The notice of the contractor shall state the telephone involved, the authority for the change, the date effective, the charge or provision of the contract or instructions affected, and the new charge or requirement.

6. Duration of Contract.

Where the term of the contract is to be limited to the fiscal year, the words "and thereafter until further notice", appearing at the top of the form, should be deleted.

F.W.A. Form No. DHM 104

FEDERAL WORKS AGENCY

OFFICE OF THE ADMINISTRATOR

WASHINGTON, D. C.

PURCHASING OFFICE

ACCOUNTING COPY

Purchase Order No. 15

DATE 4-15-41

To

— T. M. BLACK SUPPLY COMPANY
14 Main Street
Detroit, Michigan

CONTRACT NO.
REQUISITION NO.
DELIVERY F. O. B.
SHIP VIA

TO BE SHIPPED TO (CONSIGNEE):

Frank Green, Housing Manager
Fort Custer
Battle Creek, Michigan

NOTE—ALL SHIPMENTS MUST BE CAREFULLY ADDRESSED AND SHOW OUR ORDER NUMBER ON OUTSIDE

BILL OF LADING NO.
METHOD OF PURCHASE
DISCOUNT
APPROPRIATION

| ITEM NO. | ARTICLES OR SERVICES | QUANTITY REQUIRED | | AMOUNT | |
|---|----------------------|-------------------|------|------------|---------|
| | | NUMBER | UNIT | UNIT PRICE | TOTAL |
| 790 | Bulbs, light | 24 | doz. | \$1.80 | \$43.20 |
| <p align="center"><u>INSTRUCTIONS</u></p> <p>An original and three copies will be prepared by the Housing Manager. The original will be forwarded to the vendor, the copy indicated "initialing copy for file" will be retained in a pending file, awaiting receipt of the materials purchased, and the copy marked "accounting copy" will be routed to the Management Accountant for entry in the Fund Obligations Registers, FWA Forms DHM 202 or 203, whichever is applicable, the fourth copy shall be kept in a separate file until the end of the month when the entire file shall be sent to the Procurement Division, Treasury Department (See paragraph 21).</p> | | | | | |
| TOTAL ESTIMATE. | | | | | \$43.20 |

THE VENDOR WAS GIVEN A BLANK VOUCHER WITH THE ORIGINAL OF THIS PURCHASE ORDER AND INSTRUCTED TO SEND IT WITH THE SHIPMENT TO THE CONSIGNEE OR IF IMPRACTICAL TO SEND BY MAIL.

COPIES TO

VOUCHER NO. _____

AMOUNT, \$ _____

SIGNED Frank Green

PURCHASING OFFICER.

FWA Form DHM 110
(8-1-41)FEDERAL WORKS AGENCY
DIVISION OF DEFENSE HOUSINGPurchase req. No. 14
Charge to account No. 9412Linda Vista Development No. Cal-4092 at San Diego, CaliforniaPURCHASE REQUISITION

The following articles or services are required for work in connection with the management of this Defense Housing Development.

Deliver to Maintenance Supt., at 13-B Parkway, f.o.b. San Diegoon or before Sept. 15. Present supply 2 of each will last 1 ^{mos.} ~~days~~Requested supply will last 8 mos.

| Quantity | Description | Unit price | Total price |
|----------|-------------------------------------|------------|-----------------|
| 16 | 18" Janitor's Brushes | \$1.16 ea. | \$ 18.56 |
| 16 | Handles for above Brushes | .09 " | 1.44 |
| 10 | Mops (medium) complete with Handles | .46 " | 4.60 |
| | | | <u>\$ 24.60</u> |

BUDGET CONTROLAccount No. 7413
Amount 7 25.
Date 8/16
Entered by RCJRequested by Edmo Judge, Maint. Supt. 8/15
Approved by Dan P. Pichile Housing Mgr. 8/15/41

Appendix II

MANDATORY ITEMS COVERED BY
THE GENERAL SCHEDULE OF SUPPLIES
Treasury Department
Procurement Division
February 6, 1941

APPENDIX II

| <i>Commodities</i> | <i>Item numbers</i> |
|--|--|
| Batteries: Dry | 17-B-7000;7650 |
| Dry, radio | 16-B-3200;3520 |
| Storage | 17-B-8205; 8916 |
| Bits: Pneumatic jackhammer | 40-B-529;565-57 |
| Blades: Hacksaw, machine | 40-B-582 |
| Blasting: Caps, electric | 4-C-38 |
| Caps, nonelectric | 4-C-65 |
| Galvanometers (Circuit testers) | 4-G-50 |
| Machines | 4-M-100;190 |
| Plugs | 4-P-265;284 |
| Powder, nonsensitive | 4-P-670 |
| Powder, regular | 4-P-390 |
| Blasting-powder primer | 4-P-765 |
| Carpets: Axminster | 27-C-224 |
| Cork composition | 27-C-226 |
| Linen | 27-C-228;234 |
| Velvet | 27-C-235-5;235-50 |
| Wilton | 27-C-245 |
| Carpet and rug cushion | 27-C-3855;3867 |
| Coal, carload shipments | Class 7 |
| Cups, paper | 53-C-16780;16782;16788;16792;16794 |
| Dies and taps | 40-D-137 |
| Drills, electric, portable | 40-D-339;351-100 |
| twist, carbon-steel | 40-D-610 |
| twist, high-speed steel | 40-D-1720 |
| Drill steels, jackhammer | 40-D-2350;2572-47 |
| Dynamite | 4-D-325;610 |
| Dynamite caps, electric | 4-C-38 |
| nonelectric | 4-C-65 |
| Facings, clutch | 8-C-5400 |
| Fan parts, electric | 17-F-1300 |
| Fans, electric | 17-F-186;324;530;1000 |
| Felt: carpet and linoleum laying | 27-F-217 |
| Filters, oil, automotive | 8-F-1305 |
| Floor-covering | 27-C-3595 |
| Fuel oil | Class 7 |
| Gasoline (Motor Fuel V) | 7-M-95-15; 7-M-105-20; 7-G-280;295 |
| Grinders, portable electric: Aerial | 40-G-118;128-100 |
| Bench | 40-G-140;148-100 |
| Hammers, electric | 40-H-245;245-100 |
| Holders, tool, lathe and shaper | 40-H-595 |
| Kerosene (see note) | Class 14- Will be purchased beginning July 1, 1941. |
| Lamps, electric: electric discharge bulbs: | |
| Fluorescent lumiline | 17-L-520 |
| Glow | 17-L-540 |
| Mercury vapor | 17-L-560 |

| <i>Commodities</i> | <i>Item numbers</i> |
|--|----------------------|
| Lamps, incandescent (bulbs): | |
| Carbon filament, miniature | 17-L-585 |
| Tungsten filament: | |
| Large, standard and special | 17-L-2275 |
| Miniature | 17-L-5100 |
| Photographic flash (bulbs) | 17-L-7400 |
| Sunlight (bulbs) | 17-L-7450 |
| Linoleum, battleship | 27-L-471;521 |
| jaspe | 27-L-562;572 |
| Lubricating oil (from Navy Dept. contracts) | Class 14 |
| Machines: Floor polishing and scrubbing | 40-M-8;24-100 |
| Machines: Sewing | 66-M-883 |
| | 66-M-995-100 |
| Mats, floor for chairs | 27-M-175;178 |
| floor, removable-link type | 27-M-425-50 |
| floor, rubber | 27-M-422;424 |
| Rubber door | 27-M-410;420 |
| Matting, rubber | 27-M-560;585 |
| Motor Fuel V (gasoline) | 7-M-95-15;7-M-105-20 |
| Oil, lubricating (from Navy Dept. contracts) | Class 14 |
| Pads, floor-polishing and scrubbing machine | 40-P-2;40-P-17 |
| Polishers, electric | 40-P-1080;1080-100 |
| Polishing machines | 40-M-8;24-100 |
| Reamers, machine | 40-R-160;800 |
| Rugs, American oriental | 27-R-362;370 |
| Axminster | 27-R-385;450 |
| Grass | 27-R-525;530 |
| Linen | 27-R-547-15;550-200 |
| Wilton | 27-R-715;780 |
| Sanders, electric | 40-S-25; 40-S-25-100 |
| Saws; back | 41-S-52;58 |
| Switches, tip-over | 8-S-11910 |
| Tire chains | 8-O-1000; 8-C-3450 |
| Tires, single-tube; bicycle | |
| industrial, wheelbarrow | Classes 8 and 83 |
| Tires, solid: Industrial, solid | |
| Cushion, | |
| tractor and trailer | Classes 8 and 83 |
| Tires, and tubes, pneumatic: | |
| Airplane, automobile, | |
| bicycle, bus-truck, | |
| implement, industrial, | |
| motor cycle, tractor, | |
| wheelbarrow | Classes 8 and 83 |
| Valve refacers, electric | 40-V-500;515-100 |

Note: All items in Class 54, Labor Saving Devices, are mandatory items except those in Class 54, Supplement No. 1, which are not included as mandatory items. All items in Class 26, Office Furniture, are included as mandatory items.

INSTRUCTIONS GOVERNING TRAVEL OF EMPLOYEES IN CONNECTION WITH DEFENSE HOUSING DEVELOPMENTS

When it is necessary for the Housing Manager or a member of his staff to travel away from his official station on official business, such travel is subject to the Standardized Government Travel Regulations as amended March 7, 1941.

GENERAL
*Standardized
Travel Regu-
lations*

The Manager of each housing development is authorized to direct such travel as provided for in the approved budget for the development. Travel which will incur expense in excess of the amount budgeted for travel will require prior approval by the central office.

*Manager May
Authorize
Travel*

A Housing Manager may not authorize travel within the limits of the official duty station; however, he may provide the use of a Government-owned car, or streetcar, or bus tokens, tickets, or scrip for use within the official station by employees on official business only.

*Travel Within
Official Sta-
tion*

The Manager is authorized by Special Order No. OA-89 (Revised) to authorize his own travel, and that of his subordinates, from the housing development to which assigned to and from (a) the nearest district office of the United States Civil Service Commission, (b) the county seat of the county in which the development is located, and (c) points within a fifty-mile radius of the housing development. From time to time it may be necessary for the Manager or his assistant to travel to the central office in Washington, D. C., in which case the Manager should request the central office to prepare necessary authorizations.

PERMISSIBLE
TRAVEL

In order to authorize travel or reimbursement of expenses outside the official duty station, the Manager must properly execute a Travel Authorization (FWA Form 22-E). He may then issue a Transportation Request (Standard Form 1030), for travel by common carrier, to the employee who is to travel. The traveller may be reimbursed upon presentation and proper execution of Standard Form 1012 (Revised), one white original (1012) and 3 yellow carbon copies (1012a) must be forwarded to the central office. When mileage has been allowed, one copy of Standard Form 1012e must accompany each copy of the voucher form. The manually signed (original) copy of FWA Form 22-E must also accompany the voucher form.

*How to Au-
thorize
Travel*

When an employee travels on official business, he may be authorized to use a privately owned conveyance on an actual expense basis, in accordance with paragraph 12 of the Standard Government Travel Regulations as amended March 7, 1941. Note that exemption from payment of tax on gasoline in States providing such exemption must invariably be claimed on Standard Form No. 1094, (see paragraph 17, purchasing procedure, this Manual).

USE OF
PRIVATELY
OWNED
AUTOMOBILE

Mileage in lieu of actual expenses of transportation may be allowed by the Manager when an employee travels on official business in a privately owned automobile outside the official duty station. The Manager should determine the mileage rate to be allowed, but in no case shall the mileage rate exceed 4 cents per mile.

Mileage Basis

The Manager of each housing development shall be responsible for the storage, maintenance, care, and protection of all Government-owned vehicles assigned for the official use of the personnel under his jurisdiction.

*Responsibility
for Government-
Owned Vehicles*

Theft or loss of a Government-owned vehicle, or of the accessories or equipment thereof, shall be immediately reported by the Housing Manager to the

*Theft or Loss
of Vehicle*

local law-enforcement authorities and a detailed report of said theft or loss and of such action shall be submitted by the Manager to the central office.

Government-owned vehicles shall not be insured against fire or theft.

Liability

Generally, the Government is not liable for injuries or damages to the person or property of an individual caused by torts or negligence of its officers or employees. Employees using Government-owned vehicles derive no immunity from personal liability for injuries or damages resulting from their own negligence merely because they are employees of the Government.

Personal Insurance

Insurance carried by an employee for his own protection is a personal matter and reimbursement will not be made by the Government for the cost of the premiums. It is understood that employees carrying liability insurance in connection with their personally-owned automobiles may, by the payment of a small additional premium, extend the coverage to include their operation of Government-owned automobiles.

Official Use of Government-Owned Automobile

An official automobile, where assigned to a housing development, is for the purposes of the Manager and all personnel for official business only, providing that proper records of the use of such automobiles be kept at all times. The use of a personally-owned vehicle should not be authorized if a Government-owned vehicle is available.

Government-owned vehicles shall be used exclusively for official purposes.

Only such persons as may be entitled to travel on Government transportation order or who are engaged in the transaction of official Government business shall be transported in Government-owned vehicles.

Identification of Vehicles

Official license tags will be furnished by the central office for use on all official cars. State license tags may also be put on FWA cars if requested by State authorities for the purpose of police identification, provided the plates are furnished without cost.

Upon receipt of official identification tags, FWA Form No. 63-E ("Receipt for License Plates") shall be completed and signed in duplicate. One copy shall be returned promptly to the central office and the other copy retained in the field-office files.

U.S. Official Tags and Shields

Bureau of the Budget Circular No. 374, issued June 18, 1941, requires all Government-owned vehicles to bear standard United States Government license tags and identification shields. These official shields will be forwarded to Housing Managers as soon as they are available and should be placed upon vehicles immediately thereafter. Standard United States Government license tags will be forwarded by the central office before January 1, 1942, and will replace FWA tags now in use.

Operators' Identification

All employees operating Government-owned vehicles shall carry FWA Form No. 64-E ("Motor Vehicle Operator's Identification Card") which will be issued upon the receipt and approval of FWA Form No. 65-E ("Request and Record").

The Identification Card will be forwarded by the central office to the Housing Manager for issuance to the employee. FWA Form No. 66-E ("Receipt for Motor Vehicle Operator's Card") shall be completed in duplicate and the original forwarded to the central office and the copy retained in the Housing Manager's files.

Failure to obtain proper credentials will not be accepted as a satisfactory explanation in support of claims for mileage for the use of a personally-owned automobile where a Government-owned automobile is available.

The Identification Card is charged to the employee and must be returned by him upon his separation from service with the Federal Works Agency. Failure

to account for such card properly may cause delay in clearing such employee's account and in releasing his final pay check.

Standard Forms Nos. 26 ("Driver's Report—Accident"), 27 ("Investigator's Report—Accident"), and 28 ("Claim for Damages—Accident") are required in connection with all accidents involving Government-owned vehicles. These forms contain instructions for their use. *Accidents*

The reports on these required forms together with a statement of any additional facts or circumstances that may be deemed important or necessary shall be prepared in duplicate; the originals shall be forwarded to the central office and the copies shall be retained in the Housing Manager's files.

Gasoline and lubricants shall be purchased in accordance with the "Schedule of Contracts; Service Station Deliveries of Gasoline and Lubricating Oil," copies of which have been furnished to each Housing Manager. Special attention is called to paragraph 21 of the Schedule, and to paragraph 17, Purchasing Procedure, in this Manual, which relate to exemption from State gasoline taxes. *Purchase of Gasoline and Oil*

Federal law prohibits payment for the maintenance, upkeep, and repair (exclusive of garage rent, pay of operators, tires, fuel, and lubricants) on any one motor-propelled passenger-carrying vehicle, except busses and ambulances, in excess of one-third of the market price of a new vehicle of the same make and class, and in no case in excess of \$400 per annum. This monetary limitation applies to the amount spent during any one fiscal year. *Maintenance, Repair, and Upkeep*

Government-owned vehicles shall be stored in Government-owned garages in or near the housing development. If no such garages are available, and it is practical to do so, vehicles shall be stored in fireproof garages under contracts covering the fiscal year. When away from the official duty station in a travel status with a Government-owned vehicle, the cost of overnight or transient storage thereof should be paid by the traveler and reimbursement therefor may be claimed by him in his travel expense account. *Storage*

Federal funds may not be used to pay the cost of a State inspection of a Government-owned vehicle. In any case where there is an insistent demand by local authorities that such a vehicle be subjected to a State inspection, the matter shall be reported to the central office. *State Inspection*

Page F.057, Exhibit A, FWA Form 22, Travel Authorization

Page F.058, Exhibit B, Standard Form 1030, Transportation Request

Pages F.059 and F.060, Exhibit C, Standard Form 1012, Voucher to Reimburse for Travel

Pages F.061 and F.062, Exhibit D, Standard Form 1012, Voucher to Reimburse for Travel

Page F.063, Exhibit E, FWA Form 63-E, Receipt for License Plates

Page F.063, Exhibit F, FWA Form 64-E, Motor Vehicle Operator's Identification Card

Pages F.064 and F.065, Exhibit G, FWA Form 65-E, Request for Motor Vehicle Operator's Identification Card

Page F.066, Exhibit H, FWA Form 66-E, Receipt for Motor Vehicle Operator's Identification Card

Page F.067, Exhibit I, Standard Form 26, Driver's Report—Accident

Pages F.068 and F.069, Exhibit J, Standard Form 27, Investigator's Report—Accident

Pages F.070 and F.071, Exhibit K, Standard Form 28, Claim for Damages—Accident

Page F.072, Exhibit L, Standard Form 1012e, Revised statement of Travel by Motor Vehicle

TRAVEL
INSTRUCTIONS
LIST OF
REFERENCES

F. W. A. Form No. 22-E

FEDERAL WORKS AGENCY
OFFICE OF THE ADMINISTRATOR

TRAVEL AUTHORIZATION

No. 2220

APPROPRIATION:

80X0407.003NAME: John DoeWashington, D. C.OFFICIAL STATION: San Diego, CaliforniaApril 30, 1941

(Date of order)

While engaged in field work for this Agency in your capacity as Management Accountant

(Official designation)

you are hereby directed to travel in accordance with the Standardized

Government Travel Regulations during the period and for the purpose indicated below:

From— San Diego, CaliforniaTo— San Francisco, CaliforniaDate effective May 1, 1941 or as soon thereafter as practicable.Duration of authorization May 1, 1941 to May 30, 1941Purpose Obtaining Personnel from U.S. Civil Service Commission

Conditions:

The following paragraphs applicable to your travel are (indicate paragraphs):

(a) The above travel is authorized to effect a change of station which is not for the personal convenience of the employee, but for the good of the service.

~~xxxx~~ (b) You are authorized to perform the above travel by public conveyance.

(c) You are authorized to perform the above travel by a privately owned automobile, it having been determined administratively that, in connection with your work, the use of a privately owned automobile is more economical and advantageous to the United States, and you will be paid mileage at the rate of _____ cents per mile, in lieu of actual expenses of transportation in accordance with paragraph 12(a), Standardized Government Travel Regulations.

(d) You are authorized to perform the above travel by a privately owned automobile in lieu of travel by public conveyance. You will be reimbursed for actual operating expenses, in accordance with the provisions of paragraph 12, Standardized Government Travel Regulations.

(e) You will be allowed per diem in lieu of subsistence as follows: 5.00 dollars when absent from your official station on official business.

(f) _____

The number and date of this order must be referred to on your voucher claiming reimbursement for the expenses incurred.

/s/ Richard Roe

(Authorizing official)

Housing Manager

(Title)

Government Request for Transportation
NOT TRANSFERABLE

PEVALRY for incident use \$10.00 and improvement.

(Good until) 19 **THE UNITED STATES OF AMERICA**

(Bill to) Federal Works Agency, Office of the Administrator, Washington, D. C.
(Department and Bureau or Service)

Requests the Santa Fe Railroad Company to furnish
John Doe at lowest rate the following
from San Diego, California to Denver, Colorado
via _____

| Class | Number of persons | Berths | | | | Smoking | Subsidies |
|-------|-------------------|--------|-------|-------|-------|---------|-----------|
| | | Upper | Lower | Upper | Lower | | |
| 1 | 1 | | | | | | |

Form No. _____ Ticket No. _____ (To be filled in by ticket agent)

Value (to be inserted by carrier) \$ _____

NOT VALID unless signed by issuing officer

Washington, D.C. Aug 6, 1941

/s/ Richard Roe
(Signature of issuing officer)

Title Housing Manager

San Diego, California Aug 6, 1941
(Place)

/s/ John Doe
(Signature of traveler)

Title Assistant Housing Manager

NOTE: Follow strictly instructions on reverse hereof.

Identify that transportation has been furnished as above, except as noted on reverse hereof.

Authorization or object _____

Appropriation _____

Note: Separate Requests are prepared for Pullman accommodations

GENERAL INSTRUCTIONS TO CARRIERS

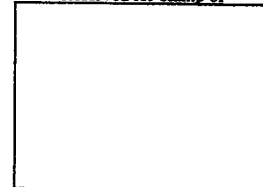
1. Carriers must furnish transportation of the class or character and between the points specified in the request. The United States Government will not be responsible for excess costs occasioned by violation of these instructions. Transportation exceeding that called for on the face of the request must be paid for by the traveler when obtained and not billed against the Government.
2. Where exceptional conditions require the issuance of transportation differing from that specified in the request, the traveler should note in the following space the actual transportation furnished, the reason for the difference, and sign the statement:

3. Transportation for a number of persons should be furnished at the lowest available rate for said number.
4. Money must not be exchanged for Transportation Requests.
5. Ticket agent's insertions on request should be in ink or indelible pencil.
6. Requests showing erasures or alterations should not be honored.

BILLING

7. Bills should be prepared by carrier's general officers on Government forms obtainable from the Public Printer, Washington, D. C., and rendered direct to the issuing bureau or office as shown on the face of the request.
8. Requests should not be passed through banks for collection.
9. Original requests must accompany bills and be listed thereon by numbers.
10. If original requests are lost, carrier should furnish affidavit explaining loss and showing the exact service rendered, including date of issue and number of ticket.

Reserved for stamp of



Ticket Agent.

Standard Form No. 1030.

Form approved by Comptroller General, U.S., Oct. 6, 1926.
Printed by Bureau of Engraving and Printing and procurable through the Secretary of the Treasury (Division of Printing). Printing of transportation requests by commercial concerns is strictly prohibited.

Standard Form No. 1012—Revised
FORM APPROVED BY
COMPTROLLER GENERAL, U. S.
July 19, 1937 (Rev. May 15, 1939)
General Regulations No. 88

VOUCHER FOR PER DIEM AND/OR REIMBURSEMENT OF EXPENSES INCIDENT TO OFFICIAL TRAVEL

D. O. Vou. No. 5253
Bureau No. 4 - 6 - 8

(Statement of account must be completely filled in by payee prior to signature, and there must not be any erasure or alteration unless initialed or signed by him.)

| | | |
|--|---|--|
| <p>General Accounting Office PREAUDIT Certified for payment in the sum of \$..... COMPTROLLER GENERAL OF THE UNITED STATES By</p> | <p>U. S. Federal Works Agency, Office of Administrator (Department, bureau, or establishment) THE UNITED STATES, Dr., To John Doe (Payee) (Insert address where check is to be sent) (Address) Official Headquarters San Diego, California Domicile Residence (For use of Postal Service only)</p> | <p>PAID BY (For use of paying office)</p> |
|--|---|--|

FOR PER DIEM in lieu of subsistence, mileage for personally owned motor vehicle, and/or REIMBURSEMENT of travel and other expenses paid by me in the discharge of official duty from May 1, 1941, to May 5, 1941, as per itemized statement within, under authority No. 2220, dated April 30, 1941, copy of which is attached,* or has been previously furnished with voucher No. 87, paid April 15, 1941, by Harry Rogers
(Name of disbursing officer)

| AMOUNT | |
|---------|-------|
| DOLLARS | CENTS |
| 16 | 50 |

I do solemnly swear (or affirm) that the above account and schedule annexed are just and true in all respects; that payment therefor has not been received; and that my statement of travel performed upon transportation requests and/or by motor vehicle correctly reflects travel performed by me on official business.

(Payee will NOT use this space)

Differences.....

Account verified correct for.....\$.....

SIGN Payee (Signed) John Doe
ORIGINAL ONLY Title Management Accountant

(Signature or initials).....

Subscribed and sworn to (or affirmed) before me at San Francisco, Calif. this 31st day of May, 1941
Title Notary Public

(To be used at discretion of department, bureau, or establishment)

Recommended for approval:

(Signed) Richard Roe
(Immediate supervising official)

I certify that the official headquarters, domicile, or residence of the claimant is as stated above; that the travel was authorized from and to the points stated in the account, and for the period and at the subsistence rate or rates claimed, as shown by the authority on file, or (if such authority was not issued in advance of travel) as satisfactorily explained and approved hereon as required by the Standardized Government Travel Regulations; that the within itemized statement including claimant's statement of travel performed upon transportation requests has been examined and is certified correct, except as noted; and that the amounts therein claimed are just and reasonable, except as noted.

†Approved for \$187.20

SIGN (Signed) Richard Roe
ORIGINAL ONLY Title Housing Manager

ACCOUNTING CLASSIFICATION (For completion by administrative office)

| APPROPRIATION, LIMITATION OR PROJECT SYMBOL | APPROPRIATION TITLE | | LIMITATION OR PROJECT | | APPROPRIATION | |
|--|--|---------------------------|-----------------------|--------|-----------------------|--------|
| | | | AMOUNT | | AMOUNT | |
| 80X0107 | National Defense Housing, Office of Administrator, Federal Works Agency (All Other Expenditures) | | \$ | | \$ | 16.50 |
| ALLOTMENT SYMBOL | AMOUNT | ENCUMBRANCE LIQUIDATED | COST ACCOUNT | | OBJECT OF EXPENDITURE | |
| | | | Symbol | Amount | Symbol | Amount |
| | \$ | | | \$ | | \$ |
| | | | | | | |
| | | | | | | |

Paid by { Check No., dated, 19...., for \$..... } on Treasurer of the United States
{ Cash, \$....., on, 19.... } in favor of payee named above.
SIGN (DO NOT SIGN HERE)
ORIGINAL ONLY (Signature of payee)

*If there was no prior authority state circumstances which rendered securing prior authority impracticable.
†If the ability to certify and authority to approve are combined in one person one signature only is necessary; otherwise the approving officer will sign in the blank space below
"Approved for \$.....", and over his official title.

ITEMIZED SCHEDULE OF TRAVEL AND OTHER EXPENSES

1. Date and hour of departure from official headquarters May 1, 1941 8 A. M.
(Date) (Hour)
2. Give duty status on first day of voucher period:
*Arrived at San Francisco, Calif. on May 3, 1941,
for temporary duty for approximate period 30 days
Approximate date of return to official headquarters May 30, 1941.
3. †State authorized per diem in lieu of subsistence, \$ 5.00.
4. †State authorized allowance for actual subsistence expenses: Not to exceed \$ --- per day.
5. Where for traveler's personal convenience or through the taking of leave there is interruption of travel, deviation from the direct route, or where traveler delays at a place other than post of duty, a statement showing the facts should appear on the voucher.

*If authority provides for travel to more than one point, time of arrival and departure from each should be stated in the body of the account in chronological order.
†If more than one rate of allowance is authorized, full statement of application of each rate must be given in some convenient place on this voucher.

| DATE 19 <u>41</u> | CHARACTER OF EXPENDITURE (To be itemized by the day and fully explained) | SUB- VOU. NO.** | AMOUNT | | NOTATIONS (Payee must not use this column) |
|--|---|-----------------------|-------------|-------|---|
| | | | SUBSISTENCE | OTHER | |
| May 1 | Left San Diego, Calif., en route to San Francisco, Cal. | | 5 | 00 | |
| | Taxi to station | | | 75 | |
| May 3 | Arrived San Francisco, California | | 10 | 00 | |
| | Taxi to Hotel | | | 75 | |
| TOTALS (to be carried forward to continuation sheet, if necessary) | | | 15 | 00 | 1 50 |
| TOTAL AMOUNT OF VOUCHER (not to be used when totals are carried forward to continuation sheet) | | | | 16 | 50 |

**When subvouchers required by regulations were not obtained, state fully the circumstances showing reason for omission.

10-1066

STATEMENT OF TRAVEL PERFORMED FOR WHICH REIMBURSEMENT IS NOT CLAIMED BY TRAVELER

| DATE OF TRAVEL | NO. OF TRANSPORTATION REQUEST OR SPEEDOMETER READING | FROM-- | TO-- | VIA (Kind of carrier or vehicle)* | CLASS OR MILEAGE† | AMOUNT |
|----------------|--|-------------------|---------------|--------------------------------------|-------------------|---------|
| May 1 | 872041 | San Diego, Calif. | San Francisco | Union Pacific R.R. | F | \$16.75 |
| May 1 | 872042 | San Diego, Calif. | San Francisco | Pullman LB | P | 2.25 |

*Railroad, steamship, airplane, bus, etc.

†Abbreviate class of service or accommodations used. Railroad: F, first class; I, intermediate class; M, mixed class; C, coach; P, Pullman accommodations; DR, drawing room; CP, compartment; BR, bedroom; SOS, single occupancy section; SEC, section; LB, lower berth; UB, upper berth; S, seat. By other mode: Number of miles traveled.

INSTRUCTIONS

1. The provisions of the travel regulations must be strictly observed in order to avoid suspensions and disallowances in the accounts.
2. When more space is required for itemization of the account, use continuation sheets (standard forms 1012b—Revised and 1012c—Revised) and fasten together in upper left-hand corner.
3. As many copies of the approved memorandum voucher may be made as required for administrative purposes.

Standard Form No. 1612a—Revised
FORM APPROVED BY
COMPTROLLER GENERAL, U. S.
July 16, 1937 (Rev. May 15, 1939)
General Regulations No. 88

VOUCHER FOR PER DIEM AND/OR REIMBURSEMENT OF EXPENSES INCIDENT TO OFFICIAL TRAVEL

D. O. Vou. No. _____

Bureau No. _____

(Statement of account must be completely filled in by payee prior to signature, and there must not be any erasure or alteration unless initialed or signed by him)

| |
|---|
| General Accounting Office |
| PREAUDIT |
| Certified for payment in the |
| sum of \$ _____ |
| COMPTROLLER GENERAL OF THE UNITED STATES |
| By _____ |

U. S. _____
(Department, bureau, or establishment)
THE UNITED STATES, Dr., To _____
(Payee)

(Address)
Official Headquarters _____
Domicile _____ **Residence** _____
(For use of Postal Service only)

| |
|----------------------------|
| PAID BY |
| |
| |
| (For use of Paying Office) |

FOR PER DIEM in lieu of subsistence, mileage for personally owned motor vehicle, and/or **REIMBURSEMENT** of travel and other expenses paid by me in the discharge of official duty from _____, 19____, to _____, 19____, as per itemized statement within, under authority No. _____, dated _____, 19____, copy of which is attached,* or has been previously furnished with voucher No. _____, paid _____, 19____, by _____
(Name of disbursing officer)

| AMOUNT | |
|---------|-------|
| DOLLARS | CENTS |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |

| |
|---------------------------------------|
| (Payee will NOT use this space) |
| Differences _____ |
| |
| Account verified correct for \$ _____ |
| (Signature or initials) _____ |

MEMORANDUM

| ACCOUNTING CLASSIFICATION (For completion by administrative office) | | | | | | |
|---|---------------------|---------------------------|-----------------------|----------|-----------------------|----------|
| APPROPRIATION, LIMITATION OR PROJECT SYMBOL | APPROPRIATION TITLE | | LIMITATION OR PROJECT | | APPROPRIATION | |
| | | | AMOUNT | | AMOUNT | |
| | | | \$ _____ | | \$ _____ | |
| | | | | | | |
| | | | | | | |
| ALLOTMENT SYMBOL | AMOUNT | ENCUMBRANCE LIQUIDATED | COST ACCOUNT | | OBJECT OF EXPENDITURE | |
| | | | Symbol | Amount | Symbol | Amount |
| | \$ _____ | | | \$ _____ | | \$ _____ |
| | | | | | | |
| | | | | | | |
| | | | | | | |

Paid by { Check No. _____, dated _____, 19____, for \$ _____ } on Treasurer of the United States
 { Cash, \$ _____, on _____, 19____ } in favor of payee named above.

**SIGN
ORIGINAL
ONLY**

(Signature of payee)

*If there was no prior authority state circumstances which rendered securing prior authority impracticable.

FWA Form No. 63-E

Tag No. FWA 171FEDERAL WORKS AGENCY
OFFICE OF THE ADMINISTRATOR

RECEIPT FOR AUTOMOBILE AND LICENSE PLATES

Orange
(City)Texas
(State)Gilmer Homes Project
(Field Office)605 No. First Street
(Address)

To the Chief Clerk.

Sir: I have received Government-owned automobile, to which I have assigned license plates, FWA No. 171

1. Name and/or make of vehicle Chevrolet
2. Type Pickup Capacity 1/2 Ton
3. Motor number 3 AK07-20549
4. Vehicle manufacturer's serial number AD 1047482
5. Date of receipt of automobile July 11, 1941
6. Tire size 600-16

Respectfully,

July 25, 1941
(Date)/s/ Richard Roe
(Responsible Field Officer)Housing Manager
(Title)FEDERAL WORKS AGENCY
OFFICE OF THE ADMINISTRATOR
MOTOR VEHICLE OPERATOR'S IDENTIFICATION CARDSTATE Texas NO. 171

THIS IS TO CERTIFY that the person whose signature and photograph appear on the back hereof is duly authorized to operate motor-propelled vehicles for the Federal Works Agency.

/s/ J.E.Eldridge

CHIEF CLERK

/s/ Richard RoeRESPONSIBLE FIELD OFFICER
Housing Manager

F.W.A. - 64 E

TITLE

(Photograph)

/s/ John Doe

SIGNATURE OF OPERATOR

FWA Form No. 65-E

**FEDERAL WORKS AGENCY
OFFICE OF THE ADMINISTRATOR**

Motor Vehicle
Operator's Card No. 171

Date forwarded
by central office

**REQUEST AND RECORD
MOTOR VEHICLE OPERATOR'S CARD**

Date issued by responsible
field officer

July 23, 1941
(Date)

July 25, 1941
(Date)

Orange
(City)

Texas
(State)

Gilmer Homes Project
(Field Office)

605 First Street
(Address)

To the Chief Clerk.

(Date) July 25, 1941

Sir: It is requested that Motor Vehicle Operator's Card be issued to _____

John Doe, who is attached to my office and is qualified to operate
(Name of Operator)
vehicles for the Federal Works Agency. His record as an operator of motor-propelled
vehicles is given below.

Respectfully,

/s/ Richard Roe Housing Manager
(Responsible Field Officer) (Title)

MOTOR VEHICLE OPERATOR'S RECORD

1. Name of operator Doe John Lewis
(Surname) (Given name) (Middle name)
2. Position with F.W.A. _____
3. Present Address _____
(Number) (Street) (City) (State)
4. Legal Residence _____
(State) (County) (City or Town)
5. Where Born _____ When Born _____
(State or Foreign Country) (City or Town)
- _____, Age on LAST Birthday _____
(Day) (Year)
6. Race _____ Married or Single _____ Sex _____
7. Are you physically sound? _____ State any defects _____
8. Have you good natural eyesight? _____, if not, is the defect corrected by glasses? _____
9. Height _____ feet _____ inches. Weight _____ pounds.
10. Eyes, color _____. Hair, color _____.

Photograph
of
Operator

(over)

11. Previous driving experience as operator of motor-propelled vehicles. (State fully where, number of years, and other necessary details): _____

12. Holder of motor vehicle operator's permit or permits (if any), as follows:

| State | Permit Number | Date of Issuance | Date of Expiration | Remarks |
|-------|---------------|------------------|--------------------|---------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

13. If not the holder of a permit, state fully the reasons therefor: _____

14. Have you ever been arrested for traffic violations? _____

15. If so, give in detail the date, charge, and disposition thereof: _____

16. Remarks: _____

17. In case of emergency, notify _____, Relationship _____

_____, Address _____

I, the undersigned, DO SOLEMNLY SWEAR (OR AFFIRM) that the statements made by me in answer to the foregoing questions are full and true to the best of my knowledge and belief. SO HELP ME GOD.

If female, prefix "Miss" or "Mrs.", and if married, your own Christian name, as "Mrs. Mary L. Doe."

(Signature of operator) /s/ John Doe
(Sign your first name in full, your middle initial or initials, if you have any, and your name in full)

Date: July 25, 1941

Certified /s/

Richard Roe

(Responsible Field Officer)
Housing Manager

FWA Form 66-E

FEDERAL WORKS AGENCY
OFFICE OF THE ADMINISTRATORMotor Vehicle Operator's Card No. 171RECEIPT FOR MOTOR VEHICLE OPERATOR'S CARDOrange
(City)Texas
(State)Gilmer Homes Project
(Field Office)605 First Street
(Address)July 25, 1941
(Date)

To the Chief Clerk.

Sir: Motor Vehicle Operator's Card No. 171 was issued to John Doe on
(Name of Operator)
July 25, 1941, who is attached to my office and is to operate motor-
(Date)
propelled vehicles for the Federal Works Agency.

Respectfully,

/s/ Richard Roe
(Responsible Field Officer)Housing Manager
(Title)OPERATOR'S RECEIPTI have received Motor Vehicle Operator's Card No. 171 which was issued to meon July 25, 1941
(Date)/s/ John Doe
(Signature of Operator)

17. Was an investigation made by a policeman (civil or military)? If so, state

Name No.

Precinct or station

18. Names and addresses of persons other than driver in Government car:

19. Names and addresses of other witnesses:

/s/ John Doe
(Signature of driver)

I certify that the above report was delivered to me on the day of, 19....., at o'clock

/s/ Richard Roe
(Signature of officer in charge)

Housing Manager
(Official title)

Federal Works Agency, Off. of Adm.
(Government department or establishment)

NOTE—This report should be attached to report of Investigating Officer.

10-1810

U. S. GOVERNMENT PRINTING OFFICE

Standard Form No. 26
Approved by the President
June 10, 1927

DRIVER'S REPORT—ACCIDENT MOTOR TRANSPORTATION

INSTRUCTIONS TO DRIVERS

In case of injury to person or damage to property:

A. Stop car and render such assistance as may be needed.

B. Fill out this form, ON THE SPOT, so far as possible.

C. Deliver this report promptly to your immediate superior.

Failure to observe these instructions will result in disciplinary action.

1. Name of Government driver:

John Doe

2. Stationed at San Diego, California

3. Make and type of Government vehicle

Chevrolet pick-up truck

4. Service number

5. Name and address of owner of other vehicle (or owner of property damaged)

6. Name and address of driver of other vehicle

7. License of other vehicle: State

No.

8. Place of accident: City

Street

10-1810

9. Date of accident, 19..... Hour M.

10. Names and addresses of persons injured; nature of injuries:

11. Describe damage to Government vehicle

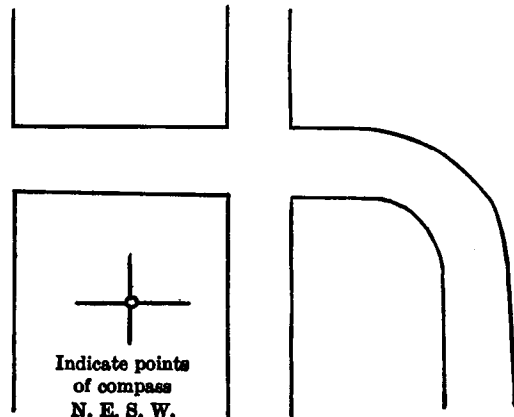
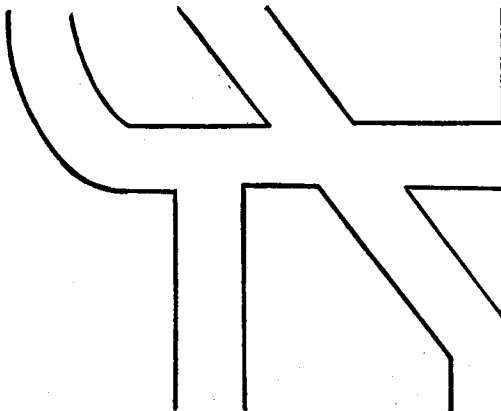
12. Describe damage to privately owned vehicle, or other property:

13. What signal was given by each driver prior to accident?

14. State condition of light, weather, and roadway:

15. Explain how accident happened:

16. Label streets and indicate measurements; show the position of each vehicle at the time of the accident and show by dotted lines the course of each vehicle just before and just after the collision.



Indicate points
of compass
N. E. S. W.

10-1810

Standard Form No. 27
Approved by the President
June 10, 1927

INVESTIGATING OFFICER'S REPORT—ACCIDENT

MOTOR TRANSPORTATION

This report, together with the driver's report (Form No. 26), must be submitted promptly in accordance with department regulations.

| ACCIDENT | Date _____, 19 Hour _____ M. Place: City or town _____ State _____ Street _____ Weather _____ Condition of roadway _____ | | | | | | | | | | | | |
|--|---|--|--|-------|-----------|-------|-------|-------|-------|-------|-------|-------|-------|
| GOVERNMENT VEHICLE AND DRIVER | Make and type of vehicle _____ Service No. _____ Name of driver _____ His title and station _____ | | | | | | | | | | | | |
| PRIVATE VEHICLE OWNER AND DRIVER | Make and type of vehicle _____ License No. _____ Owner: Name _____ Address _____ Driver: Name _____ Address _____ License No. _____ | | | | | | | | | | | | |
| PERSONS INJURED | Names and addresses and extent of injuries _____ _____ _____ If medical aid was rendered, state by whom _____ | | | | | | | | | | | | |
| DAMAGE TO GOVERNMENT VEHICLE | _____ _____ _____ | | | | | | | | | | | | |
| DAMAGE TO PRIVATELY OWNED VEHICLE OR OTHER PROPERTY | _____ _____ _____ | | | | | | | | | | | | |
| WITNESSES (Important) | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="text-align: center;">ALWAYS SECURE NAMES AND ADDRESSES OF WITNESSES</th> </tr> <tr> <th style="width: 50%; text-align: center;">Names</th> <th style="width: 50%; text-align: center;">Addresses</th> </tr> </thead> <tbody> <tr><td>_____</td><td>_____</td></tr> <tr><td>_____</td><td>_____</td></tr> <tr><td>_____</td><td>_____</td></tr> <tr><td>_____</td><td>_____</td></tr> </tbody> </table> | ALWAYS SECURE NAMES AND ADDRESSES OF WITNESSES | | Names | Addresses | _____ | _____ | _____ | _____ | _____ | _____ | _____ | _____ |
| ALWAYS SECURE NAMES AND ADDRESSES OF WITNESSES | | | | | | | | | | | | | |
| Names | Addresses | | | | | | | | | | | | |
| _____ | _____ | | | | | | | | | | | | |
| _____ | _____ | | | | | | | | | | | | |
| _____ | _____ | | | | | | | | | | | | |
| _____ | _____ | | | | | | | | | | | | |
| POLICE REPORT | Did city or State police report the accident? _____ If report was made, attach copy. | | | | | | | | | | | | |
| OFFICIAL DUTY | Government car was proceeding from _____ to _____ Was driver performing official duty? _____ Indicate the duty: _____ | | | | | | | | | | | | |

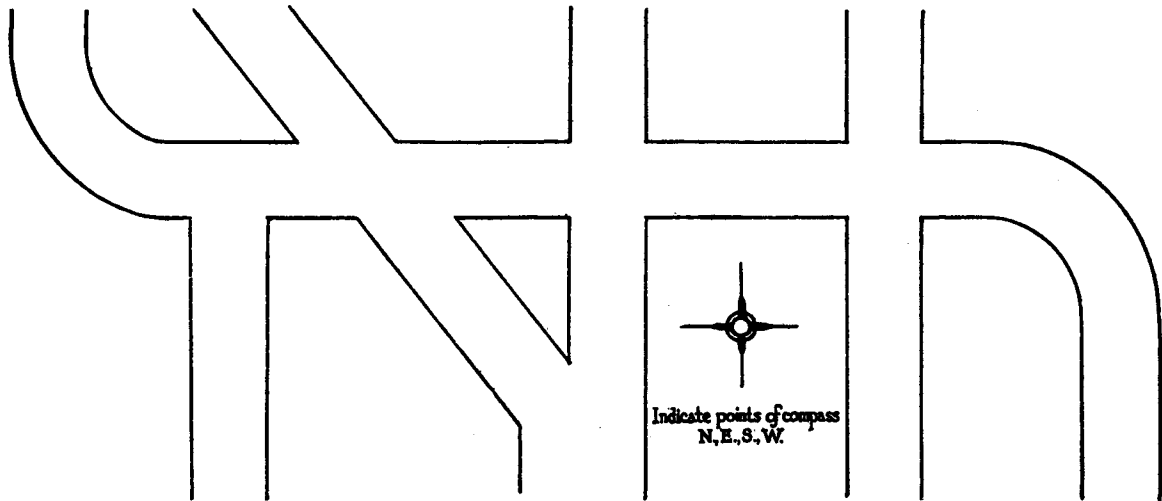
[OVER]

INVESTIGATING OFFICER'S SKETCH

Show in black the relative positions of the colliding vehicles, or of the vehicle and pedestrian, *just before* the collision, and *at the time* of the collision.

Show in *red* their relative positions *just after* the collision.

Label the streets and every object depicted, and indicate measurements; show by dotted lines the course followed by each vehicle, and add any explanatory statement that would aid in an understanding of the occurrence.



If the above diagram is not applicable, attach substitute diagram.

I hereby certify that the foregoing is a true and correct report of the accident, according to the best of my knowledge and belief, based upon investigation made by me personally. Attached hereto as a part hereof are the following papers:

/s/ Richard Roe

Investigating Officer.
Housing Manager

INSTRUCTIONS TO INVESTIGATING OFFICER

1. Attach driver's accident report, with supplemental signed statement from driver. Among other things, the driver's statement should describe the course of the Government car, and the course of the vehicle or person collided with, just before and at the time of the collision; the rates of speed and how estimated; the signals of warning; condition of brakes, of lights, of streets as to being slippery; efforts made by driver to avoid collision; facts showing whether or not other driver, or person was in fault, etc.
2. Attach signed statement from each witness.
3. Attach copy of traffic regulation violated, if any.
4. Attach photographs of scene of accident and of damaged cars, if any taken.
5. Attach Findings and Recommendations of Investigating Officer.

Standard Form No. 28
Approved by the President
June 10, 1927

CLAIM FOR DAMAGES—ACCIDENT, MOTOR TRANSPORTATION

Federal Works Agency, Office of the Administrator
(Department or establishment)

Orange, Texas August 1, 1941
(Place and date)

To (Person who will make
claim for damages)
.....
.....

Sir:

In order that the claim for damages submitted by you may receive proper consideration, you are requested to fill out and return to this office the form on the reverse side of this sheet, duly sworn to before an authorized officer of the law, and attach thereto receipted bills covering expenditures made necessary because of said damages. All material facts should be stated upon this form, as it will be the basis of further action upon your claim. If additional space is required for a full statement of the facts, blank sheets may be attached.

Very truly yours,

(Signature) /s/ Richard Roe

(Official Title) Housing Manager

CLAIM FOR DAMAGES

| | |
|-------------------------|--|
| ACCIDENT | Date of accident, 19..... Hour A. M. P. M. |
| | Place of accident |
| | Describe how accident happened |
| | |
| PERSONS INJURED | Names and addresses and extent of injuries |
| | |
| | |
| PROPERTY DAMAGED | If medical aid was rendered, state by whom |
| | Name of owner |
| | Address |
| | Kind of property and extent of damage |
| | |
| | |
| | Method by which damage is established (if by receipted bills or appraisals indicate at this point and attach to claim) |
| | Where may property be inspected? |
| | Is the damage covered in whole or in part by insurance? If so, state name of insurance company |
| | |
| AMOUNT OF CLAIM | Do the attached bills cover any repairs except those made necessary by the accident? |
| | For personal injury, \$..... For property damaged, \$..... |

(Signature of claimant)

Subscribed and sworn to before me this day of, 19.....,
at

(Seal)

[OFFICIAL SEAL]

(Signature)

Notary Public

(Title of official administering oath)

Subvoucher No. 3

(Submit in duplicate with reimbursement account)

Richard Montgomery

(Name of traveler)

Office of the Administrator

(Department or Establishment)

(Bureau or Office)

Statement of travel accomplished with Automobile registered in the name

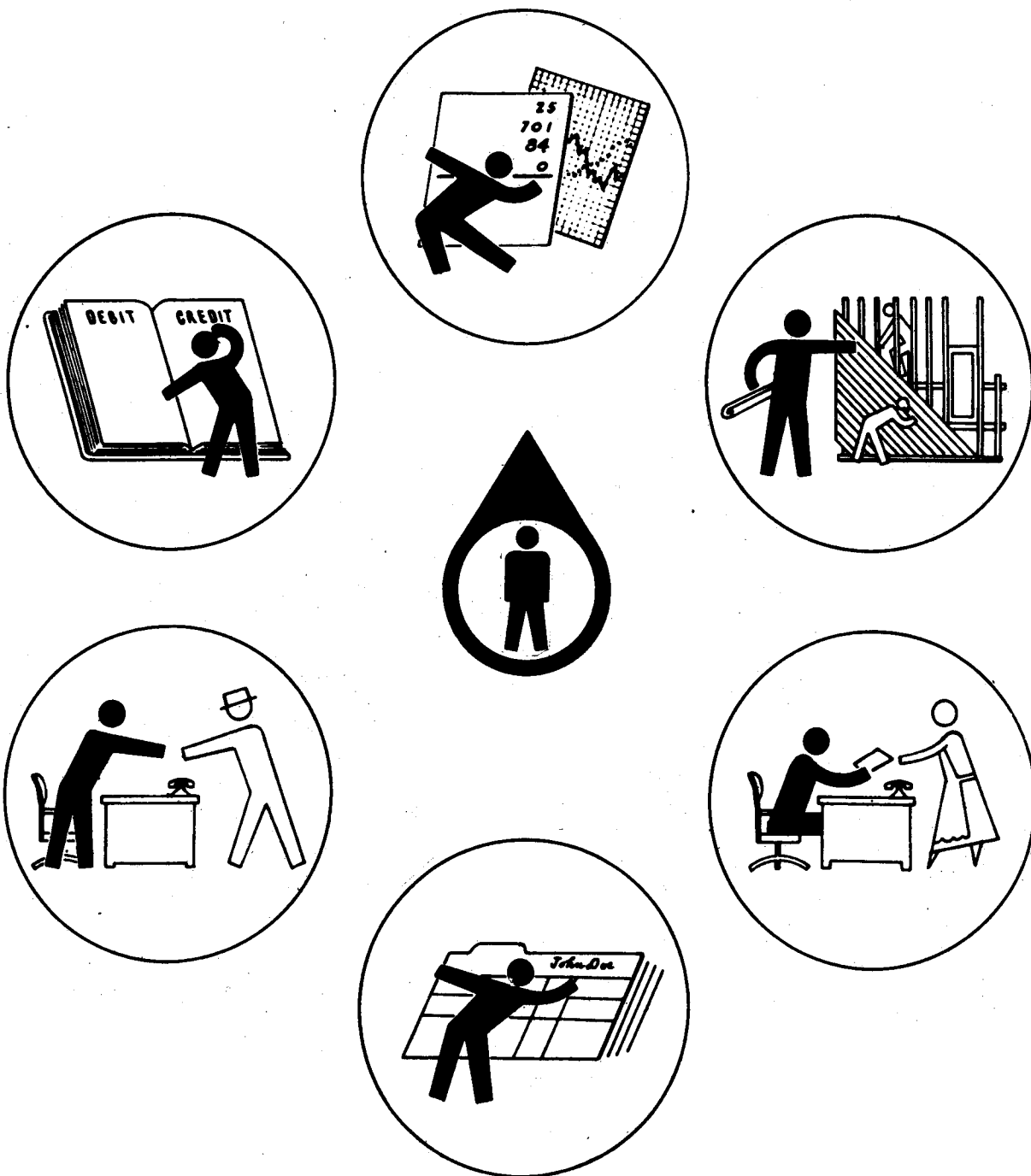
(Automobile or motorcycle)

of Richard Montgomery (State of California, Registration No. 6S 2027),

Period from May 1 to May 3

(Signed) Richard Montgomery

(Signature of traveler)



RECORDS AND STATISTICS

RECORDS AND STATISTICS

STATISTICAL REPORTING FOR DEFENSE HOUSING

The Division of Research and Statistics serves the Office of the Administrator by providing those facts and analyses essential to program planning and the general direction and supervision of operating programs, the evaluation of the economic effects of the works program and its operations, their relation to other programs of the Federal Government, and other factors relevant to the determination of policy. In performing its work, this Division draws freely from the research projects and the statistical data available in the several constituent organizations of the Federal Works Agency. It is accordingly concerned, in the development of its work, with the establishment of uniform standards for statistical reporting by the several constituent operating organizations and, so far as feasible, comparability of statistical data in the operating reports; and with the coordination of the statistical reporting and the research work of the several organizations in accordance with the objectives of the Federal Works Agency.

FUNCTION

The distribution of the construction of defense homes among many agencies created a need for a centralized statistical reporting service and a research and analysis unit which has the entire program in its purview. This responsibility has been assigned to the Division of Research and Statistics in General Order No. 26, the statement of which follows:

In connection with the defense housing program of the Federal Works Agency there has developed a need for various periodic and special statistical reports on the status and operations of the program. Reports are required by the Office of the Administrator, the agencies participating in the program, and the several defense and other interested agencies. Furthermore, there is developing a need for basic statistical and economic analysis and research to serve the above purpose and looking to the appraisal and sound development of the program.

GENERAL
ORDER 26

In order:

1. To assure the availability of the basic records to serve the above-mentioned requirements;
2. To safeguard the adequacy and uniformity of standards for the statistical reports required;
3. To assure the accuracy, consistency, and uniformity of statistics reported to the Office of the Administrator by the several agencies participating in the assignment of defense housing projects, and the statistics released to other agencies, the Congress, or the general public;
4. To avoid, so far as feasible, duplication of statistical work and reporting; to assure the timeliness of the availability of basic statistical data as required (for administrative, advisory, or publication purposes); and more particularly,
5. To develop a system of uniform periodic statistical reports to be made by the agencies participating in the program to the Office of the Federal Works Administrator, and a summary system of uniform periodic statistical reports for the Federal Works Agency program; and

G. 001

6. To coordinate the flow of statistical reports and basic statistical and economic data from the agencies participating in the defense housing program to the Office of the Federal Works Administrator, and to centralize the review of such reports and data for adequacy and uniformity of standards, accuracy and consistency, and the approval for release by the Office of the Federal Works Administrator.

It is hereby directed that the Office of the Administrator, by Foster Adams, Director of Research and Statistics, shall:

- a. Develop and maintain a system of summary statistical data for the control of the completeness, accuracy, consistency, uniformity, and authoritative character of a statistical reporting system for the program.
- b. Develop and maintain a system of uniform periodic reports of the Federal Works Agency; and arrange in collaboration with the Director of Defense Housing with the Office of the Executive Assistant, the Office of the Management Engineer, and the agencies participating in assignments for construction or management of projects, for the availability of such basic records or the preparation of such periodic reports as may be required for the purposes indicated and the procedures incident thereto.
- c. Be responsible for the statistical reports required by the Coordinator of Defense Housing; the reports required by the Division of Statistical Standards of the Bureau of the Budget; statistical reports requested by the Price Stabilization Division of the National Defense Commission, the Bureau of Research and Statistics of the Office of Production Management, the Bureau of Labor Statistics, and research and statistical units of other Federal agencies; and the statistical data required for the Annual Report of the Federal Works Agency and special reports to the President, to the Congress, or Committees thereof.
- d. Prepare, or review and approve, all statistical data for release to the general public.
- e. Conduct special statistical and economic analyses and studies and prepare reports thereon.
- f. Outline a system of uniform periodic reports by agencies to which projects are assigned for construction or management, so far as such reporting may serve the purposes indicated, and arrange for the preparation and transmittal of such reports and the establishment of procedures necessary therefor.
- g. Outline the data required, designate the authoritative sources thereof, and define standards of statistical adequacy, uniformity, and accuracy for the purposes indicated.

Your cooperation in effectuating the provisions herein set forth will be appreciated.

JOHN M. CARMODY,
Administrator.

The Division of Research and Statistics provides the Administrator and the Division of Defense Housing with a statistical reporting service for management as well as for construction.

MANAGEMENT AND REPORTING

The same standards of accuracy and promptness which apply to construction reporting apply equally to management reporting. The sources and procedures for the reporting of management data are discussed in another part of this manual and require only brief reference here for the purpose of associating the administrative procedures with the statistical objectives. It may be noted, however, that the data required in all reports are all drawn from material normally gathered in management procedures, and essential to the effective management within the individual project.

The index to the statistical reports on page G.003 gives for each report the form number and title, the period covered by the report and the date the report is expected in Washington, the number of copies required, and the source of the data.

The first of these, "Report on Applications, Leasing and Occupancy" will initially provide basic data on the degree to which housing units, as they

are made available for occupancy, are being occupied, and subsequently provide data on the amount of turnover there is among tenants.

The "Tenant Record Card," the "Notice of Premises Vacated," and the "Notice of Change in Rental Charge" will provide a basis for analyzing the reasons for turnover among tenants, and for studying other industrial factors and characteristics of the tenants as these may have a bearing on management problems and policies.

INDEX

| Form No. | Title of report | Period covered | Date due in Washington | Number of copies | Source documents | Manual page |
|----------|--|---|---|------------------|--|-----------------|
| Telegram | Report on Occupancy | Week ending Friday | Saturday of each week | 1 | Management records | |
| DHM-6 | Report on Applications, Leasing, and Occupancy | Preceding week ending Friday, or calendar month | Monday of each week from time applications are first received until project is 95 percent occupied. Thereafter on the 10th of each month. | 3 | Work sheet A Work sheet B Work sheet C | C.039- C.042 |
| DHM-11 | Tenant Record | Calendar month | The fifth of each month for the preceding month | 2 | Tenant Application FWA Form DHM-7. Certification of Defense Activity and income data DHM-1. | C.043- C.045 |
| DHM-12 | Notice of Premises Vacated | Calendar month | The fifth of each month for the preceding month | 2 | Management records | C.046, C.047 |
| DHM-13 | Notice of Change in Rental Charge | Calendar month | The fifth of each month for the preceding month | 2 | Management records | C.048, C.049 |

Revised Aug. 1, 1941