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Transition Task Force | March 12, 2012

Borough and Township of Princeton, NJ



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Part 1 | The Commission's Plan

Key documents, information and analytical background

Plan Development | How we got here

▶ **Baseline Phase**

- ▶ What exists today
- ▶ Current assets and liabilities
- ▶ Existing operations (and key differences)
- ▶ Staff and resource allocations

▶ **Options Phase / Development of Recommendations**

- ▶ Identification of a range of options in each service area
- ▶ Review and analysis of alternatives' impacts
- ▶ Determination of feasibility / acceptability to community
- ▶ Development of recommendations by Commission

Key Information Components | Where to look

▶ **Baseline Report**

- ▶ Expenditure / revenue summaries
- ▶ How services are provided
- ▶ Staff allocations
- ▶ Properties
- ▶ Assets / debt / liabilities
- ▶ Collective bargaining agreement comparisons
- ▶ Municipal code comparison

Key Information Components | Where to look

▶ **Options Report**

- ▶ Detailed subcommittee review and analysis
- ▶ Description of range of options examined
- ▶ Consideration of organizational structures, differences
- ▶ Documentation of financial impact
- ▶ Options recommended by the Commission

▶ **Supplemental Documents**

- ▶ Tax impacts summary
- ▶ Commission recommendations and rationale
- ▶ Additional financial considerations

Determining the Savings | Two basic types

▶ Personnel-related

- ▶ Certain duplicate positions get eliminated
 - ▶ Assume retention of *higher cost* existing position (*i.e.* savings are equal to the reduction of the *lower cost* existing position)
- ▶ Certain duplicate positions get downgraded
 - ▶ Retain manpower, but at lower cost level (*i.e.* savings are equal to the differential between the current *lower cost* existing position and the cost of the title to which it would be downgraded)
- ▶ Key analytical notes
 - ▶ Figures are *estimates*, since individual employees and fringe options are indeterminate
 - ▶ Analysis done on title basis, *irrespective of individual*

Determining the Savings | Two basic types

▶ **Contract-related**

- ▶ Certain savings assumed by leveraging existing capacity / expertise of integrated Dept of Community Development to bring in-house approximately \$160,000 of currently contracted PSOC services

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Part 2 | The Transition Process

Thoughts on where to begin...

Key Points to Bear in Mind

- ▶ **The work already completed by the Commission is your single-most valuable resource in this process**
 - ▶ Detailed review of what already exists
 - ▶ Detailed review / analysis of options
 - ▶ Solicitation of extensive public feedback
 - ▶ Informed decisions / recommendations on the course of merger
 - ▶ Public vetting / endorsement of the plan

- ▶ **So while 10 months *is* a short period of time, it's not when you consider the analysis and diligence that went into plan development *has already been done for you***

Key Points to Bear in Mind

- ▶ ***Leverage the Commission's institutional knowledge!***
 - ▶ State consolidation law keeps the body intact for 18 months
 - ▶ Don't view your role as "re-trying" the cases already tried by the Commission, *per se*
 - ▶ The timeframe is simply too short to do that
 - ▶ The voters have spoken

- ▶ ***Utilize the expertise of your municipal managers and department heads!***
 - ▶ The Task Force should serve as an oversight body ensuring the process moves forward objectively and efficiently

The Task Force's Role | In the simplest terms...

- ▶ ***You're not here to “reinvent” the government. You are charged with ensuring the fidelity of the implementation process. Your key role focuses on six fundamental responsibilities:***
 - ▶ Determining process
 - ▶ Establishing timelines
 - ▶ Assigning responsibility
 - ▶ Devising accountability measures
 - ▶ Enforcing accountability
 - ▶ Serving as conduit to the public

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Part 3 | The Subcommittees

Where much of the detailed work will occur

The Subcommittees

- ▶ **The Commission utilized subcommittees *very effectively* to accomplish much of its detailed work, recognizing the following principles:**
 - ▶ Every member simply cannot be “in the weeds” on every topic
 - ▶ Sustained communication w/ the full Task Force is *essential*
 - ▶ To ensure consistency of group direction
 - ▶ To avoid overlap of function and responsibility
 - ▶ Subcommittee chairs must maintain a clear task list (that is coordinated with the full Task Force) and avoid the temptation to “mission creep”

The Subcommittees | Basic roles

- ▶ Identify *priority* tasks in their substantive area
- ▶ Identify *secondary* tasks in their substantive area
- ▶ Develop process recommendations
- ▶ Establish timeframe guidelines *** **BY TASK** ***
- ▶ Identify key “implementers” and assign responsibility
- ▶ Create accountability measures
- ▶ Monitor progress toward completion of key tasks

The Subcommittees | Decision points

- ▶ *In some cases, subcommittees may have to make recommendations or suggest options that diverge from the Commission's plan*
 - ▶ Where additional savings and/or operational efficiencies have been identified and can be realized
 - ▶ Where implementation processes are determined to be “unachievable”
- ▶ *However, this is not the same as replacing the plan approved by voters with your own plan*

Part 4 | Subcommittee Priority Tasks

An initial list of focus areas, not necessarily comprehensive

Subcommittee Priority Tasks

▶ **Personnel**

- ▶ Overall workforce sizing process
 - ▶ Opportunities to use attrition / retirement incentives
 - ▶ Evaluation of options
- ▶ Reconciling employee policies / procedures
- ▶ Promote “cross-pollination” during transition year

Subcommittee Priority Tasks

▶ Finance

- ▶ Monitor implementation plans against savings estimates
- ▶ Track transition costs
- ▶ Liaison w/ state re: recognition / reimbursement of costs
- ▶ Preliminary draft combination of budget
- ▶ Work with FAs / counsel to determine process for debt combo

Subcommittee Priority Tasks

▶ **Public Safety**

- ▶ Staff: Organizational integration
- ▶ Administrative: SOP protocols
- ▶ Systems: Dispatch, CAD, communications (MDTs, radios)
- ▶ Facility: Transition process incl. combination of evidence rooms, locker rooms, administrative space
- ▶ Equipment: Vehicle / uniform transitions

Subcommittee Priority Tasks

- ▶ **Boards, Committees and Commissions**
 - ▶ Inventory status of existing
 - ▶ Integration process: Membership size, *e.g.*
 - ▶ Process and schedule for electing / appointing new members

Subcommittee Priority Tasks

- ▶ **Public Works, PSOC and Recreation**
 - ▶ Organizational structure
 - ▶ Formalize substantive overlaps that led Commission to recommend departmental integration (*e.g.* grounds maintenance, engineering)
 - ▶ Facilities: Implementation process, timeframe
 - ▶ Equipment: Integration of rolling stock, capital items
 - ▶ Integration of multi-year capital plans

Subcommittee Priority Tasks

- ▶ **Facilities and Other Assets**
 - ▶ Relocation plans for administrative facilities
(Note: multi-committee overlap)

Subcommittee Priority Tasks

▶ **Communications and Outreach**

- ▶ Determine goals / objectives for public engagement
- ▶ Identify existing orgs to leverage as “conveners”
- ▶ Manage “reporting out” process on website w/ CGR

Subcommittee Priority Tasks

▶ **Information Technology**

- ▶ System integration
- ▶ Server / platform upgrades required?
- ▶ Application / email / software transition
- ▶ Physical location / relocation of equipment

Legal Matters

- ▶ Leverage the TTF attorney and municipal attorneys to examine contract integration and other matters as necessary (*e.g.* transfer title of assets)

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