

## **Minutes for the Transition Task Force of Princeton**

**February 8, 2012**

**Commencing at 7:08 p.m.**

**Township Municipal Building – Committee Room, Princeton NJ**

### **CALL TO ORDER**

The meeting was called to order at 7:08 p.m., By Chair Freda with Ms. Phyllis Persicketti reading the Open Public Meetings Act Statement:

The following is an accurate statement concerning the providing of notice of this meeting and said statement shall be entered in the minutes of this meeting.

Notice of this meeting as required by sections 4a, 3d, 13 and 14 of the Open Public Meetings Act has been provided to the public in the form of the written notice attached hereto, February 2, 2012. Said Notice was posted in the official bulletin board transmitted to the Princeton Packet, Trenton Times, and Town Topics and filed with the Township Clerks.

### **ROLL CALL**

Present: Chair Freda, Vice-Chair Sillars, Mayor Goerner, Mayor Moore, Administrator Pascale (Township), Administrator Bruschi (Borough), Mr. Bernard Miller, Ms. Berkhout, Ms. Mather, Mr. Patteson, Mr. Middlekauff, Mr. Davis, Ms. Butler, (Borough Council), Mr. Levine (alternate) and Mr. McCarthy (DCA Representative).

Absent: None

### **INTRODUCTIONS**

TTF member, Mr. Bernie Miller introduced himself to the Transition Task Force (TTF) since he was away for the prior meeting.

### **MINUTES OF JANUARY 31, 2012**

Ms. Berkhout stated that on page 3, the minutes, it read “there will be a series of meetings and the public will be entitled to see a copy.” Ms. Berkhout asked what the public is allowed to see. Chair Freda responded the public will be entitled to see the minutes. Also, on page 4, under ‘Office Space Planning’ reference is made to the Borough House, it should read Corner House. Mr. Sillars said on page 1, under ‘Introductions’, he is a resident for over 15 years and not 38 years. The afore-mentioned changes will be reflected into the January 31, 2012 minutes. Chair Freda made a motion to approve the February 8, 2012 minutes as amended. All TTF members voted “AYES”. There were no “NAYS”. Therefore, the February 8, 2012 minutes were approved with the above-captioned changes.

## REPORTS FROM ADMINISTRATORS

- *Potential Role for CGR (or other professionals) to help with project management and/or support (Joe Stefko to be present);*

Administrator Bruschi said both he and Administrator Pascale were asked to follow-up with CGR to see what role they would play. Joe Stefko represented CGR at the February 8, 2012 meeting to discuss with the Transition Task Force what they saw as their roles. Administrator Bruschi explained to CGR what Princeton was looking for in terms of a Project Manager and also to maintain the scheduling of the plan.

Mr. Stefko appeared before the TTF and there was an open dialogue between the two. Mr. Stefko, Director of Public Finance at CGR gave a brief background of their company. They worked with the staff of the Consolidation/ Shared Services Study Commission of Princeton for a little over a year. Their job was not to make a recommendation either for or against consolidation. During Phase I, CGR surveyed what was being done already by the project. In Phase II, it was about what could be and comparison to the status quo. The Options Report developed by CGR for the Consolidation/Shared Services Study Commission is on a service-by-service basis. CGR suggested alternative approaches and tried to identify possible efficiencies. The Consolidation Commission identified which option to recommend to each of the service areas and kept the community informed and facilitated feedback from the community. CGR understands the Commission's intent in each of the service areas.

Mr. Stefko recommended that either CGR (if chosen) or another organization, serve as the independent third party. There will be a need for staffing support to the TTF. Princeton also has a strong administrative team, per Mr. Stefko. The Transition Task Force may want support staff. The formation of sub-committees is an important step to take.

Administrator Bruschi asked Mr. Stefko about the implementation process and how does he envision CGR helping them. Both Administrator Bruschi and Pascale pulled together information for CGR while doing other activities (staffing, etc.). Also the 'other set of eyes' is important because CGR would may see things that the town does not and give their input.

Mr. Middlekauff said that the timelines need to be prioritized and have the fundamentals in place by January 1, 2013.

Mr. Miller said that thus far, three (3) items have been discussed: project management, staff support and another set of eyes'. A job needs to be done and identification of items needs to be delivered. Staff support is necessary and another set of eyes is helpful. Before identifying a project manager, specifications need to be in place as to what needs to be done, what the schedule is and identify the cost to get there, per Mr. Miller.

### Dialogue Between Transition Task Force Members and Joe Stefko (CGR)

Mr. Davis had a question relating to the Scope of Work and how does CGR envision staffing them or support each and every sub-committee and the extent of staffing be contained within the

fee that is being proposed. Mr. Stefko replied that the staff support (especially when relating to sub-committees), is entirely up to the TTF. In terms of a 'proposed fee', would come back to the TTF with different options and different roles to be played by CGR and their associated cost. However, CGR did staff some of the Consolidation Shared/Studies Commission sub-committees (such as: police, finance) and be willing to take on that role.

Ms. Mather asked what CGR's timeline for a formal proposal would be. Joe Stefko said that he would have one ready by the next TTF meeting which is scheduled for February 22, 2012. Chair Freda does not want to spend more money than is needed; but enough has to be spent to move the process along.

Vice Chair Sillars would like for the TTF to put together an outline of what they would like CGR to do to and provide there outline to CGR. Mr. Stefko said there would put parameters around the scope for the TTF.

Ms. Berkhout said that she wants to know how CGR was selected and would they be recommended to continue their services? Mayor Goerner replied that both he and Mr. Miller served on the Consolidation/Shared Services Study Commission and CGR did a tremendous job. An RFP was sent out, three replies came back and CGR was chosen.

Mayor Goerner said that the key need for TTF is the project management role, establishing a specific timeline and setting priorities and the tasks associated to achieve the priorities and goals. Mr. Miller agreed with Mayor Goerner on the great job done by CGR and the key needs outlined above.

At this time, Mayor Goerner made a motion to have CGR come back with a proposal. Mr. Middlekauff asked whether the TTF wanted to entertain the possibility of speaking to other groups/firms and not just CGR.

A lengthy discussion took place between the TTF members about hiring CGR or seeking other avenues and getting an RFP. Chair Freda said that a motion has been entertained explaining to CGR the three (3) areas they would like help with, give the TTF a proposal. Also, there is a suggestion and discussion to have a sub-committee work on trying to adopt it. Per Chair Freda, the motion is on the table, to have CGR provide a proposal. Chair Freda stated that the motion can be amended. Mr. Middlekauff would like for CGR to prepare something. Ms. Mather made a motion to ask CGR to do the proposal and submit it to the TTF at the next meeting. In the interim, several members of the TTF will be available to provide input regarding a tentative timeline and any other information CGR needs. The motion was seconded by Mayor Moore. No discussion. All board members voted "AYES" in favor of CGR and preparing the aforementioned task as outlined. There were no "NAYS". Therefore, the motion was carried.

A question arose as to whether CGR provides legal advice, by Ms. Butler? Mr. Stefko responded "no". Mr. McCarthy said in a statutory sense, the TTF has direct access to state resources. Both municipalities have legal counsel representation. Mayor Moore indicated that in a Resolution passed by the Township and Borough, one item was to hire an attorney.

## **OPEN PUBLIC MEETING – RELATING GUIDELINES THAT ARE APPLICABLE FOR THE TASK FORCE**

Administrator Pascale stated that work of the TTF is done in public. A quorum constitutes six (6) members; there are two types of sessions: Executive & Closed sessions. Mayor Goerner stated that Consolidation Commission had public meetings in which meetings were noticed and at times meetings were held in Executive Session. The goal of the Commission was to have everything held in open session. Ms. Berkhout inquired as to whether public input has to be at every meeting? Mayor Moore responded that Council and Committee encourages and asks for public input before decisions are rendered. Chair Freda said that he would like to allow for public comment as much as possible because the public's participation in this process is critical. The governing bodies will weigh in and will want to know how the public feels. The public needs to be educated. **Chair Freda stated to the TTF: it is imperative that a quorum not meet to discuss TTF business outside our noticed meetings. Also, decisions cannot be made via e-mail. All decisions must be made at meetings.** Mayor Moore agreed with Chair Freda. Mr. Miller indicated that there were two aspects to open public meetings; (1) What is legal and (2) what is the public's perception. Also, e-mails can be made part of the public record.

### **USE OF ATTORNEYS**

Chair Freda suggested discussing "Use of Attorneys." The resolution says not to use the borough attorney or the township attorney. Questions raised, "Why is that"? A lot depends on why legal advice is being sought? Chair Freda feels that the TTF should use both the township and borough attorney because they are available. Due to the fact that time is of the essence, it is not feasible to go out and interview municipal attorneys. Mayor Goerner feels that the TTF should defer to the township and borough attorneys on an as-needed basis. Since there is an existing passed resolution, a proposal can be made to change the resolution at the next meeting, per Mayor Goerner. Mr. McCarthy stated that the Department of Community Affairs (DCA) does not give legal advice. Mr. Middlekauff made a motion to begin the process to find an attorney to advise the TTF; however, a recommendation is made to the governing bodies to amend the resolution so that in the meantime the TTF can rely on the township and borough attorneys. Ms. Berkhout seconded the motion. All TTF members voted "AYES". (no "NAYS").

### **PRESENTATION BY ADMINISTRATORS/STAFF ON CONSOLIDATION IMPLEMENTATION**

- Existing & Proposed Department Organization Charts
- Proposed Timetables
- Discussion and identification of key tasks
- Still working on, not ready for discussion yet
  - Associated Transition Costs
  - Additional savings identified

At this time, Administrator Pascale showed a slide show of organizational charts as requested at the last meeting by the TTF. Slide 1: Current Government Structure (host of departments –in township & borough); Slide 2: One consolidated Princeton with one governing body, one administrator, one police, one court (police and court must be separate) Dept. of Administration and Finance; Department of Community Development and Community Services element. Administrator Pascale said that the net goal (head count) of the Consolidation Commission was met or the head count came in lower.

Administrator Bruschi said that CGR Report only came up with an organizational chart for the Police Department. Both he and Administrator Pascale started from scratch with the rest of the departmental organizational charts. They tried to share and merge departments.

Department of Administration and Finance Slide 3: Administrator Bruschi stated that the Clerk's Office is a concern because the two departments operate differently. Administrator Pascale said that Chair Freda will assign sub-committees to meet and go over in detail the organizational charts. Slide 4: shows that Public Works, Recreation and Engineering departments being consolidated. Slide 5: Department of Community Development. Slide 6: 2012 Draft Positions (gray areas are contracted services—not municipal employees). Current department head oversees the duty and no position will be added. Slide 6 and 7, police staffing options: Administrator Bruschi said that the Officer Model from 60 to 51 officers shows a reduction of 9 positions over a three year period, per the Consolidation Commission recommendation.

The borough is not hiring any new employees, per Administrator Bruschi. Administrator Pascale said that two new police officers have been hired which was discussed in great detail by the elected officials

## **PROPOSED TIMETABLES**

Administrator Pascale indicated that the time tables and identification of the tasks have been consolidated. Also, a memorandum authored by Administrators Bruschi and Pascale dated February 7, 2012 was sent to the TTF regarding a listing of recommended sub-committees. It is desirable to start a sub-committee on personnel to see how staff reductions will be achieved. A budget was proposed and an architect was discussed.

Chair Freda stated that relating to sub-committees: the process cannot be rushed. Areas of knowledge need to be identified by the TTF as a group and on an individual basis. More meeting dates (to include a few Saturdays) to accomplish the goal may be needed. Also, meeting with department heads as soon as possible would be advantageous for the TTF to get a breakdown of their given departments do and how they operate. This knowledge needs to be gained prior to making recommendations, per Chair Freda. The TTF's knowledge base needs to be on the same level prior to making sub-committee recommendations. Mayor Goerner said that by the department heads providing the educational aspect of the functions of their departments to the TTF would allow for the TTF members to see what sub-committees they are better suited to serve on. Ms. Berkhout suggested taking a tour to each of the departments may be helpful.

## **ASSOCIATED TRANSITION COSTS**

Administrator Pascale stated that they met with department heads and worked on the transition costs. Department heads were asked to compare their operating monies and compare their budgets. When consolidated, there will be only one audit for Princeton.

## **DISCUSSION ON PRIORITIES**

Chair Freda there is a lot to do. The resolution has dates available for joint meetings for the two governing bodies. The resolution also suggested a Preliminary Report date and a Final Report date. Also, hire CGR will do a relative base timeline, who are sub-committees and a lot of people want involvement in the sub-committees, per Chair Freda. Administrator Bruschi said it is imperative to educate the TTF by the department heads. Chair Freda said that personnel and the police have to be looked at. Administrator Pascale indicated that IT is a high priority. Mayor Goerner said that sub-committees need to be chosen now. Several sub-committees need to be picked at this evening's meeting. Detailed discussion on what subcommittees need to be created tonight versus at a later time was held.

With respect to finance, the two governing bodies have a joint Finance Committee, which has representatives from the borough, council and township serving on it. Mayor Goerner said that when speaking about Finance, a lot of the decisions will be made through the body elected officials. Having a Finance sub-committee with elected officials serving on it, makes sense.

Members of the TTF should choose which sub-committee they want to be on. Chair Freda stated that sub-committees have to be small enough to be flexible and large enough to be representative. Mayor Goerner said that it is anticipated that department heads will work with the sub-committees. A brief discussion took place as to how many citizens, elected officials and department heads serve on a committee, generally aim for six total members. The Finance sub-committee is an exception in that it already has five elected officials serving on it.

Sub-committees formed:

- Personnel – Ms. Berkhout, Mr. Sillars, Ms. Butler and Mr. Levine
- Joint Finance with Citizen Participation
- Police and Public Safety – Chair Freda, Mr. Miller and Ms. Butler
- Public Works, Engineering, Recreation – Chair Freda, Ms. Butler and Mr. Middlekauff
- Communications and Outreach – Ms. Mather and Ms. Berkhout

Chair Freda relayed to the newly formed sub-committees that they have to choose a Chair and inform the TTF. Nominating of other members to serve on the sub-committees would result from two methods. One, taking from already submitted resumes. Two, reviewing additional resumes that come in from advertising on the website, cable T.V. and sending letters to local papers to solicit individuals who are interested. The TTF will let people know when the sub-committees will meet.

Mr. Davis would like to start a sub-committee on Committees, Commissions and Boards. Mr. Davis would like to move the sub-committees forward as soon as possible. Qualifications of a person must be identified prior to be chosen to serve on a sub-committee, per Chair Freda. Mayor Goerner indicated that prioritizing is very important and the Consultant chosen, whether it be CGR or someone else will help the TTF achieve this.

## **MEETING ROOM ARRANGEMENTS**

- Can the Task Force meetings convene in a seating arrangement or location that is more conducive to public interface?
- Ability to telephonically patch in travelling Task Force members
- Practicality of televising meetings

Chair Freda indicated that he and Administrators' Pascale and Bruschi will work out the schedule for meetings and inform the TTF. There is a Joint Meeting of the two governing bodies scheduled for February 13, 2012; the TTF decided there was no significant information to report at this time and would not take need to use that meeting. Also, Chair Freda informed the TTF that: Princeton Futures, will host meetings, one on March 17<sup>th</sup> that may include transition topics and one on February 18, 2012 to discuss Emergency Management.

## **OTHER MATTERS**

Ms. Berkhout would like a description of the sub-committees, purposes and timelines.

Mayor Moore suggested that the draft budget will be tabled.

Mr. McCarthy stated that DCA looked at a cost study towards Early Retirement Incentive (ERI) and the application process would cost approximately \$15,000 for the study.

## **PUBLIC COMMENT**

The Public Comment portion of the meeting was opened at 10:10 p.m.

Sandy McGraw, Staff Representative (CWA-1032), she sat at the meeting for over three hours (tonight) and did not hear anyone mention the employees. She would like to serve on a sub-committee. Chair Freda responded by saying that he is aware of the request made by Ms. McGraw to serve on a sub-committee. Chair Freda indicated that at the meeting, discussion comments were made stating that all of the employees were important in the process.

Sandra Persichetti, (Princeton Resident) said that the first hour of this evening's meeting was repetitive. She cannot clearly hear members of the TTF speak and suggests purchasing more microphones.

Henry Singer, (Princeton resident) said that TTF members need to get to know each other; what the mission, structure etc. a lot of time was spent on sub-committees. The TTF needs to organize themselves first; urgency is important.

Anton Lahnston – Chair of the Consolidation/Shared Services Study Commission said that CGR made recommendations for the Commission and they gave options for recommendations. All of the recommendations made, were made by the Consolidation/Shared Services Study Commission. A statement was made that ‘the police reduction will impact service levels’. Chair Lahnston stated that the Commission was very clear and said that the impact of police reductions does not reduce service levels; reductions should provide the opportunity to increase service levels. Chair Freda responded and said what was stated that there is a need to weigh services vs. cost. Administrator Bruschi said that reference was made showing the 51. Administrator Bruschi said that it is alluded 51 and clearly at 46 apologized to Chair Lahnston. Also, Chair Lahnston said that one of the success factors of the Consolidation/Shared Services Study Commission was the relationship between the Commission and the sub-committees. They would report their decisions and recommendations to the Consolidation/Shared Services Study Commission.

Henry Singer, said that a Project Management sub-committee needs to be formed.

No one else from the Public came forward; therefore, the Public Comments portion of the meeting was closed at 10:25 p.m.

No other business came before the Transition Task Force, therefore, a motion was made to adjourn the meeting at 10:26 p.m. by Mayor Moore and the motion was seconded by Ms. Berkhout. All Transition Task Force members were in favor.

Respectfully submitted,

Phyllis Persicketti, Board Secretary

Transition Task Force

