

TTF INVOLUNTARY SEPARATION PACKAGE RECOMMENDATIONS
Non Sworn Officer Population

GOPatteson 5/17/121

Separation Option Implementation Recommendations

Separation package per determined formula communicated to departing employees upon notification of decision.

Termination date determined by governing bodies. Employees must remain employed through that date to receive separation package.

In consideration for separation packages, waivers signed.

An employee voluntarily leaving prior to end of his/her retention period will receive only Current Policy, provided waiver signed.

Outplacement services to be provided to departing employees.

	<u>Estimated Cost Range</u>		
	<u>Low</u>	<u>High</u>	
Current Policy (2 wks Boro, 4 wks Town, + days)	\$ 102,144	\$ 290,403	MANDATORY - NO TTF DISCRETION
One Wk Salary per Yr Local Service (8-16 wk, min-max)	\$ 125,323	\$ 236,704	RECOMMENDED INCREMENTAL PACKAGE
Outplacement Services	\$ 6,000	\$ 10,000	ESTIMATE
Total Cost (Current Policy Plus Recommended)	\$ 233,467	\$ 537,107	TOTAL COST ESTIMATE

Assumptions:

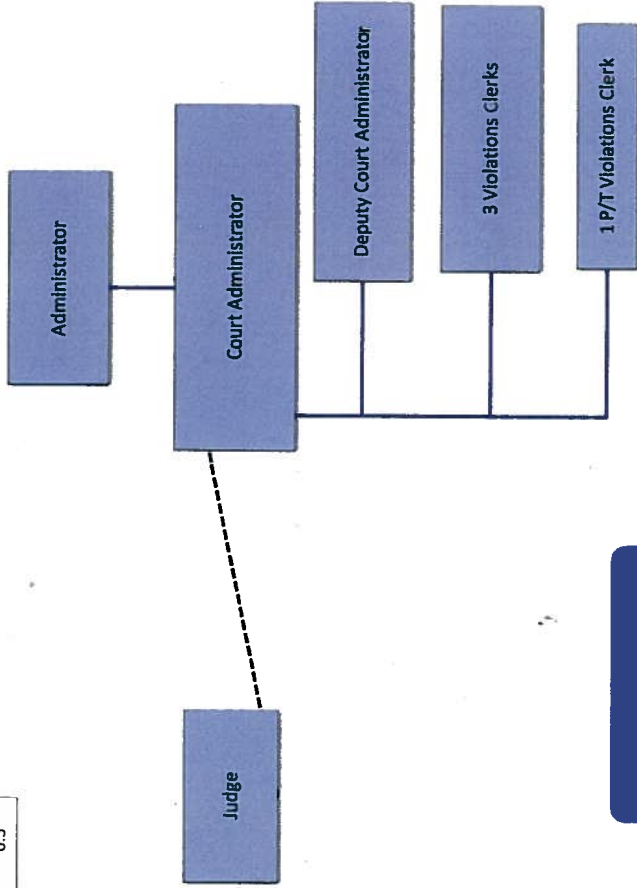
Figures are estimates based on revised headcount reduction recommendations approved by TTF 5/16/12.

Figures include 3 civilian personnel positions in police department.

Actual costs may vary depending upon specific individuals selected and other factors.

Princeton Municipal Court

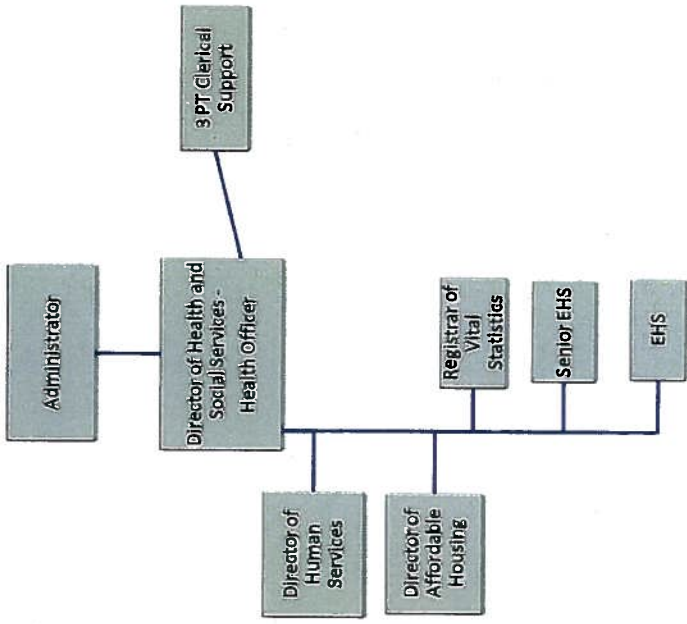
HEADCOUNT:
Combined: 7.5
Consolidation Report: 6.5
Recommendation: 6.5



Current Positions Borough		Current Positions Township		Recommended Positions Consolidation Report		Recommended Positions Administrators		Consolidation Report		Admin Recommendation	
Count		Count		Count		Count		Count		Count	
0.5	Judge	0.5	Judge	1	Judge	1	Judge	1		1	
1	Court Administrator	1	Court Administrator	1	Court Administrator	1	Court Administrator	1		1	
1	Deputy Court Administrator	0.5	Deputy Court Administrator	1.5	Deputy Court Administrator	1	Deputy Court Administrator	1		1	
3	Violations Clerk			3	Violations Clerk	3	Violations Clerk	3.5		3.5	
5.5		2		6.50		6.50		6.50		6.50	

Princeton Department of Health and Social Services

HEADCOUNT: 10
Combined: 10
Consolidation Report: 10
Recommendation: 10

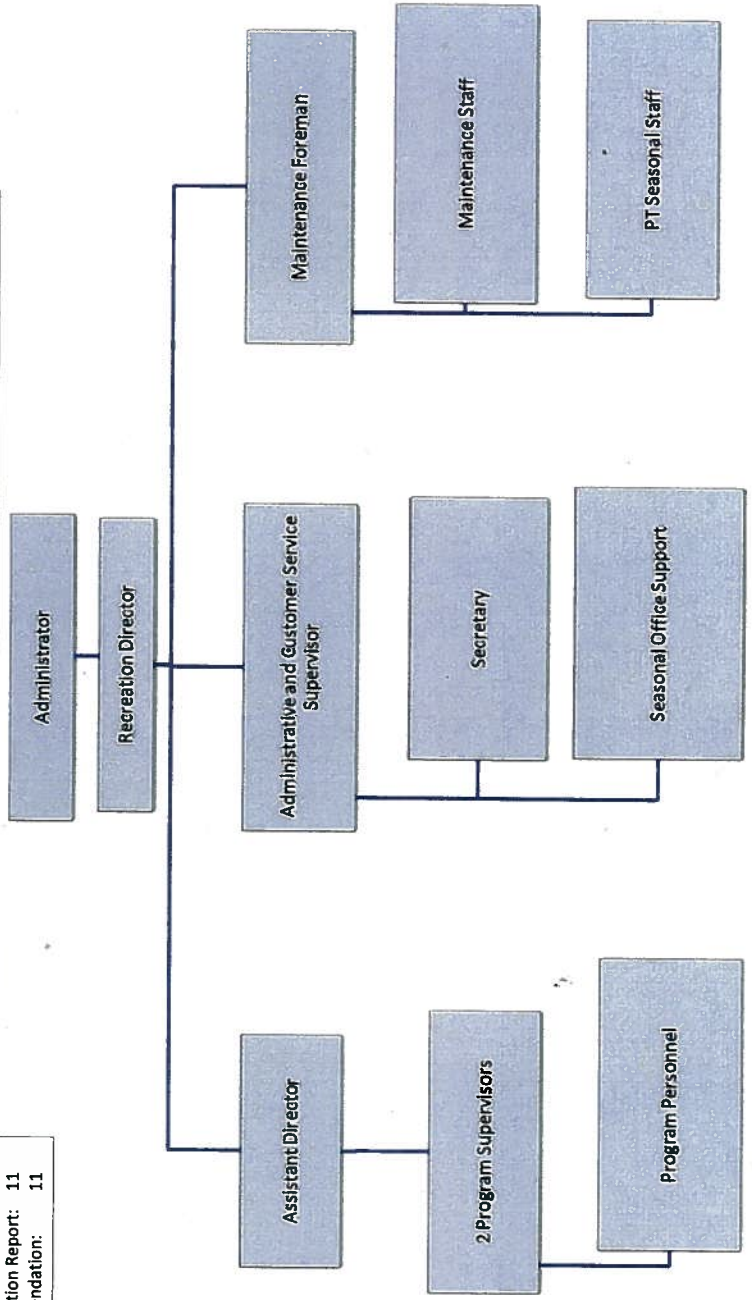


Headcount:

Current Positions		Township		Consolidation Report		Recommended Positions		Personnel Subcommittee		Count	Personnel Subcommittee Recommendation Savings
Count	Positions	Count	Positions	Count	Positions	Count	Positions	Count	Report Savings	Count	Report Savings
1	Health Officer	1	Health Officer	1	Health Officer	1	Director of Health and Social Services / Health Officer	1		1	
1	Registrar of Vital Statistics	1	Registrar of Vital Statistics	1	Registrar of Vital Statistics	1	Registrar of Vital Statistics	1		1	
1	Senior Environmental Health Spclst	1	Senior Environmental Health Spclst	1	Senior Environmental Health Spclst	1	Senior Environmental Health Spclst	1		1	
1	Environmental Health Spclst		Environmental Health Spclst	1	Environmental Health Spclst	1	Environmental Health Spclst	1		1	
2	PT Clerical	1	PT Clerical	3	PT Clerical	3	PT Clerical	3		3	
1	Animal Control Officer		Animal Control Officer	1	Animal Control Officer	1	Animal Control Officer	1		1	
	Director of Human Services	1	Director of Human Services	1	Director of Human Services	1	Director of Human Services	1		1	
	Director of Affordable Housing	1	Director of Affordable Housing	1	Director of Affordable Housing	1	Director of Affordable Housing	1		1	
7		3		10.00		10.00				10.00	\$0.00

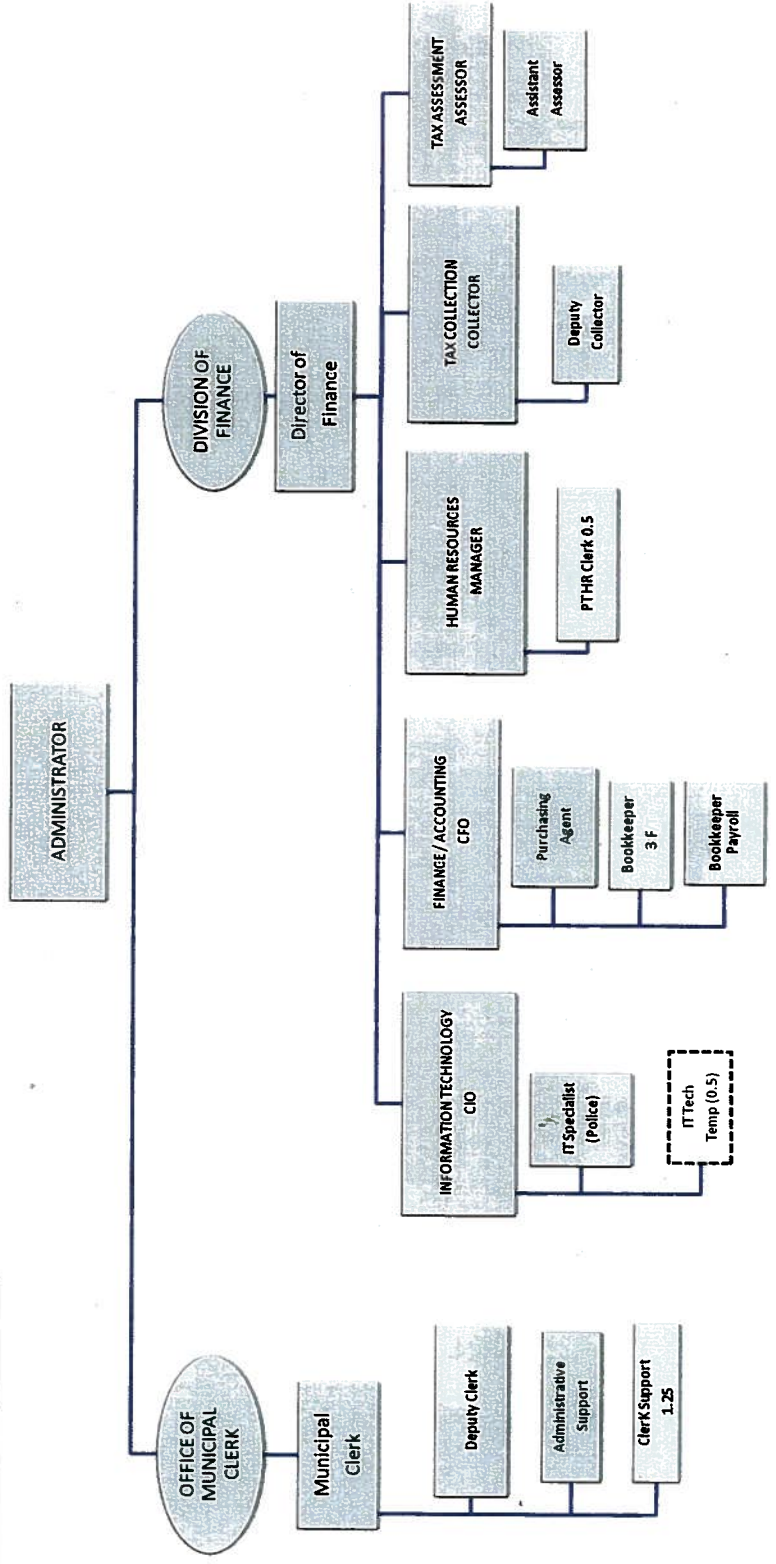
Princeton Department of Recreation

HEADCOUNT: 11
 Combined: 11
 Consolidation Report: 11
 Recommendation: 11



Princeton Department of Administration and Finance

HEADCOUNT: 24.75
Combined: 19.25
Consolidation Report: 19.25
Recommendation: 20.25



Current Positions		Current Positions		Recommended Positions		Recommended Positions		Consolidation Report Savings	Personnel Sub-committee Recommendation Savings
Borough	Count	Township	Count	Consolidation Report	Count	Personnel Sub-committee	Count		
Administrator	1	Administrator	1	Administrator	1	Administrator	1	206,000	206,000
Clerk	1	Clerk	1	Clerk	1	Clerk	1		144,442
Deputy Clerk	1	Deputy Clerk	1	Deputy Clerk	1	Deputy Clerk	1		
Secretary	0.25			Secretary	0.25	Administrative Support *	1		
Secretary	1			Secretary	1	Secretary	1		
Admin. Secretary	0.5			Admin. Secretary	0.5	Admin. Secretary-HR	0.5	199,000	144,442
		Human Resources	1	Human Resources	1	Human Resources	1		
						Director of Finance *	1		
CFO	1	CFO	1	CFO/Tax Collector	1	CFO	1		
Comptroller	1	Asst. CFO	1	Comptroller/Asst CFO	1				229,992
Bookkeeper-A/P	1	Bookkeeper-A/P	1	Bookkeeper-A/P	1	Bookkeeper-A/P	1		
		Purchasing Agent	1	Bookkeeper-A/P	1	Bookkeeper-A/P	1		
		Bookkeeper-Escrow	1	Purchasing Agent	1	Purchasing Agent	1		
		Bookkeeper-Payroll / Tax Clerk	1	Bookkeeper-Escrow	1	Bookkeeper-Escrow	1		
Audit Support				Bookkeeper-Payroll / Tax Clerk	1	Bookkeeper-Payroll	1		10,000
				Audit Support				217,000	239,992
		Assessor	1	Assessor	1	Assessor	1		
		Assistant Assessor	1	Assistant Assessor	1	Assistant Assessor	1		
		Assessing Clerk	0.5					17,000	17,000
Tax Collector	1	Tax Collector	1	Deputy Tax Collector	1	Tax Collector	1		
P/T Tax Clerk	0.5			Deputy Tax Collector	1	Deputy Tax Collector	1		9,939
				P/T Tax Clerk	0.5	*			
		Chief Information Officer	1	Chief Information Officer	1	Chief Information Officer	1		
		IT Specialist-Police	1	IT Specialist-Police	1	IT Specialist-Police	1		
						IT Tech *	0.5		
Outside Contractor	9.25	Outside Contractor	15.5	Outside Contractor	19.25	Outside Contractor	20.25	639,000	617,372

Recommended Procedures to achieve Consolidation Commission staffing goals for all non-sworn police and non-union positions

Approved by the Transition Task Force on 5-16-12

Objectives:

It is important that any Reduction in Force ("RIF") necessitated by the consolidation be properly designed and implemented such that it:

- 1) be completed in a timely manner;
- 2) achieves the reduction targets and cost savings;
- 3) supports affected employees;
- 4) results in the selection of the best employees;
- 5) takes into consideration a desire for a balance between Borough and Township employees and
- 6) is explainable and defensible so as to avoid litigation, negative publicity, and poor employee morale.

RIF Implementation Checklist

Process Steps

1. Approve organization chart consistent, to the extent appropriate, with the staffing blueprint in the Consolidation Commission/Shared Services Report (approved by Task Force 5-16-12);
2. Prepare/revise job descriptions and experience/skills requirements for the new and/or consolidated positions (Administrators);
3. Prepare RIF rationale documentation identifying the departments/functions that will be subject to the RIF and the positions that will need to be eliminated, created or consolidated. (Administrators);
4. Governing bodies to name members of the selection committee for senior positions* as follows:
 - Up to 3 representatives each from the Township and Borough, named by the governing bodies (these can be governing body members or citizens)
 - Administrator (Borough) and Acting Administrator (Township) – except for selection of Administrator) as voting members
 - A facilitator – an individual with a professional HR/employment specialization to facilitate the process for both the selection committee in making selections for the senior positions and the administrators in making non-senior position selections.

Selection decisions must be approved by both governing bodies.

For non-senior positions, the Administrator and Acting Administrator will make the selections for those positions targeted for reduction using the same process as that outlined for the selection committee, and these selections as a group must be approved by both governing bodies.

**Senior positions in addition to Administrator include Chief of Police, Director of Finance, CFO, Director of Public Works, and Engineer*

5. Eligible employees in the pool of candidates must express their intent to be considered for one or more positions for which they are eligible by applying and providing an updated resume to the appropriate selection committee. The pool of candidates should include

incumbents, those in “acting positions” and those currently in redundant positions who are eligible for a different redundant position and who have expressed interest to the committee through application.

6. Administrators will compile the documentation that will be examined by those involved in the selection process, such as organization chart, personnel files, performance evaluations for past 2 years, written discipline records, attendance records, supervisor files regarding performance, updated resumes, and job descriptions.
7. Selection criteria will be as follows:
 - Skills and abilities (including experience)
 - Past performance (including any disciplinary action)

If the candidates are equal in these areas, then the following should apply in this order:

 - Seniority
 - Township or borough employee
8. Selection committees will conduct interviews with candidates.

The facilitator will do the following, relying on additional legal counsel as needed:

9. provide training to selection committee members as to the appropriate criteria, selection process and communication;
10. Distribute the RIF Process Guidelines and assist in the preparation of a RIF selection matrix for job consolidations in which the skills and abilities of the employees being considered for the position will be ranked and a RIF Selection Rationale Form for each employee selected for RIF;

The facilitator will work with the selection committee and administrators to ensure the following steps are taken:

11. Determine if the selections would breach any employment contract or employment law.
12. Determine how and when decisions will be communicated, taking into consideration the time required for review of the requested release, which in the case of the Older Workers Benefit Protection Act (“OWBPA”) (for selected employees who are over 40) can be up to 45 days in a group termination;
13. Prepare appropriate releases for under 40 and over 40 (OWBPA release will require accompanying demographic data);
14. Obtain legal review of the process, decisions, and releases to insure decisions were not based on age, disability, gender, race, claims of discrimination, whistleblower, or any other protected class and all Federal and State laws have been complied with ;
15. Train managers in appropriate communication in anticipation of the RIF and meetings to communicate decisions;
16. Administrators will communicate RIF decisions to affected employees in individual meetings and communicate decisions to remaining employees and the public. They will provide severance package information to affected employees (approved by Task Force 5-16-12), obtain releases from terminated employees, and prepare for employee exits

(security, computers etc.).

Transition Task Force
Public Safety Subcommittee
Recommendations
(From TTF 5/16/12 Meeting)

1. **Chief:** Governing bodies to decide on chief of new department by June 15, 2012.
2. **Staffing level:** for year one of new PD (2013). We endorse the 56 officer model (attached).
3. **Candidate pool:** Start a full process right away to develop a candidate pool to cover vacancies caused by current officers leaving either department for retirement or other reasons.
4. **Emergency management:** this role would become part of the duties assigned to the Director of Emergency Services (DES).
 - This function would need the support of a full time staff person, to help with clerical work and field work.
 - The DES function and the Fire/Housing Inspection function should be wrapped into one department. So current DES responsibilities, EM and Fire/Housing would be one department. The two administrators were asked to work out a name for this department!
 - To provide the full time support person for EM/DES the administrators were asked to look at current FT and PT admin positions in Fire/Housing, PD or elsewhere that should be used to fill this role. The administrators should recommend how to meet this need.
5. **Civilian staffing in the PD.**
 - Current positions and numbers.
 - Dispatchers, Twp has 5 (one is a lead position), Boro has 4, all FT. The Twp also has 6 per diem to cover times FT staff is out.
 - Records clerks, Twp has 2, Boro has 2.
 - IT, Twp has 1, Boro has none.
 - Meter officers, Twp has none, Boro has 2.
 - Admin support, each department has one. Usually referred to as the Chief's admin; however Boro pointed out their position supports all four senior officers.
 - Consolidation Commission recommended keeping all these positions in year 1 and reducing by one dispatcher and one records clerk in year two.
 - Recommendations of Public Safety Subcommittee:
 - Dispatchers, keep all 9 in year 1, reduce to 8 in year 2. However if one leaves between now and the end of 2013, do not fill that position.
 - Records Clerks, keep all 4 in year 1, 3 in year 2. However if one leaves between now and the end of 2013, do not fill that position.
 - Chief's admin positions, keep 2 in year 1, drop to 1 in year 2. However if one of these positions leaves between now and the end of 2013 do not replace with a FT employee; instead use PT/temporary or redistribute workload to meet the need. (It was pointed out by the PD's that the two admin positions would be supporting six senior officers; how could one person do this in year 2?)
 - The one IT position and the two meter positions, keep these three positions initially and going forward. It was noted that the technology position in the PD could end up in the new technology department for the consolidated town, either placement is acceptable.

6. Separation recommendation for PD

- No incentives (ERI) should be provided. Let officers retire naturally.

Not recommendations; but information to share with governing bodies:

- We released an RFI on dispatching that looks at the option of outsourcing this function.
- Public Safety Subcommittee will discuss PD staffing for years 2 and 3 in or by September of this year and report back to TTF at that time on this.

Questions sent to TTF attorney, and replies:

- How do the new Rules & Regulations get approved at 12:01am on 1/1/2013, or can they be approved prior to that?

The new Rules and Regulations should probably be on the Reorganization Agenda for the new Mayor & Council to approve by Resolution. Even though the Reorganization probably will not be at midnight, the few hours differential will not be a problem, in my view. The existing rules and regulations will continue in effect until the new Mayor and Council act.

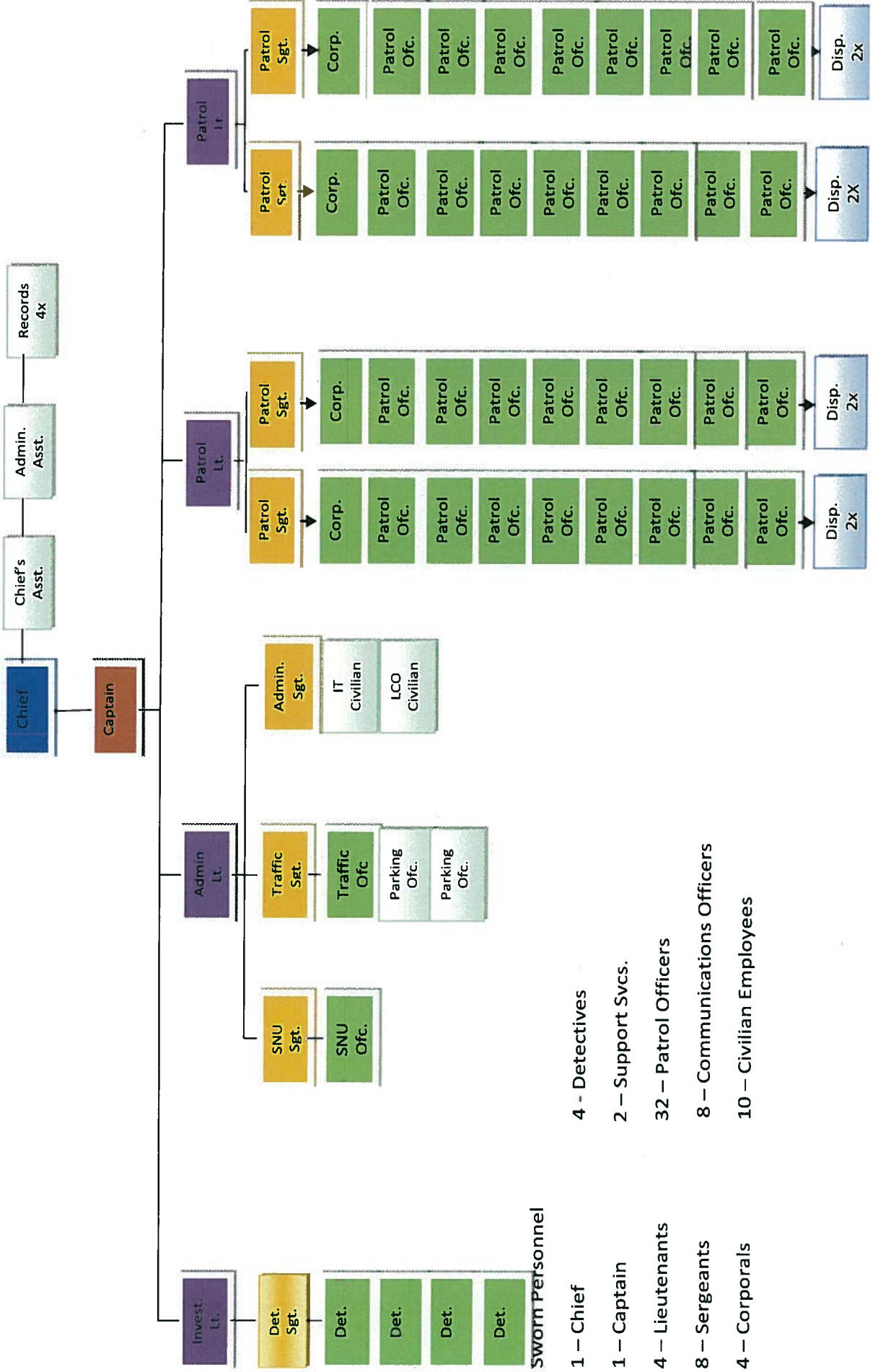
- Does current oath of office for officers carry over, or do they need to do a new oath? There is no precedent for the consolidation, so (1) the sworn police officers will continue to be sworn police officers. It would be advisable - and a good public ceremony - for the new Mayor to swear in the police officers for PRINCETON as a public recognition that they are no longer Borough or Township police officers.

I am copying Gene McCarthy and perhaps he can check with, obtain a confirmation from the Police Training Commission (certifies police officers) that the existing officers will continue as certified officers and that it is only the name of the municipal entity that will change.

- Does new combined PD need a new ordinance authorizing its' existence? Under the Consolidation act, ordinances continue in effect. That is, the new Mayor and Council will continue them by Resolution until they are prepared to enact new ordinances. The ordinance for the Police Department should be part of the Administrative Code and should be a priority for the new Mayor and Council.

We have asked Ed Schmierer and Maeve Cannon to look at the existing Township and Borough ordinances to figure out some priorities and perhaps to have the respective governing bodies update and coordinate their existing ordinances so that there is no confusion as of 1-1-13. I am copying them on this e-mail.

56 Officer Model



Sworn Personnel

- 1 – Chief
- 1 – Captain
- 4 – Lieutenants
- 8 – Sergeants
- 4 – Corporals
- 4 – Detectives
- 2 – Support Svcs.
- 32 – Patrol Officers
- 8 – Communications Officers
- 10 – Civilian Employees

**Princeton Transition Task Force
Recommendations on Infrastructure
& Operations (I&O) Organization
Charts**

Joint Meeting of Princeton Township
Committee and Princeton Borough Council

May 21, 2012

I&O Org Chart Recommendation

Overview

- Goal: Sustain levels of service AND assure savings at the same time
- TTF recommends three organizations
 - Engineering Department
 - Department of Public Works
 - Recreation Maintenance (within Recreation)
 - No change in headcount
- These organizations will (as they do now) work closely together

Expected Headcount Savings after Departmental Consolidation

	May 2012 Combined Headcount	Consolidation Commission Report Recommendation (Based on 2010 Headcount)	TTF I&O Recommendation*
Engineering	35.8 FTEs	32.8 FTEs	30.8 FTEs
Department of Public Works	73 FTEs	76 FTEs	70 FTEs

* Recommendation for 2013. As per org charts, one additional management position will be phased out during 2013 and two more may be phased out.

Titles/Positions to Be Eliminated Under Consolidated Org Chart

	TTF I&O Recommendation*
Engineering	<ol style="list-style-type: none"> 1. Construction Inspector 2. Zoning Officer 3. Administrative Secretary (Zoning) 4. Administrative Assistant 5. Electric Subcode Official
Department of Public Works	<ol style="list-style-type: none"> 1. Equipment Operator 2. Equipment Operator 3. Maintenance Person II

* Recommendation for 2013. As per org charts, one additional management position will be phased out during 2013 and two more may be phased out.

Expected Cost Savings from Consolidated Org Chart*

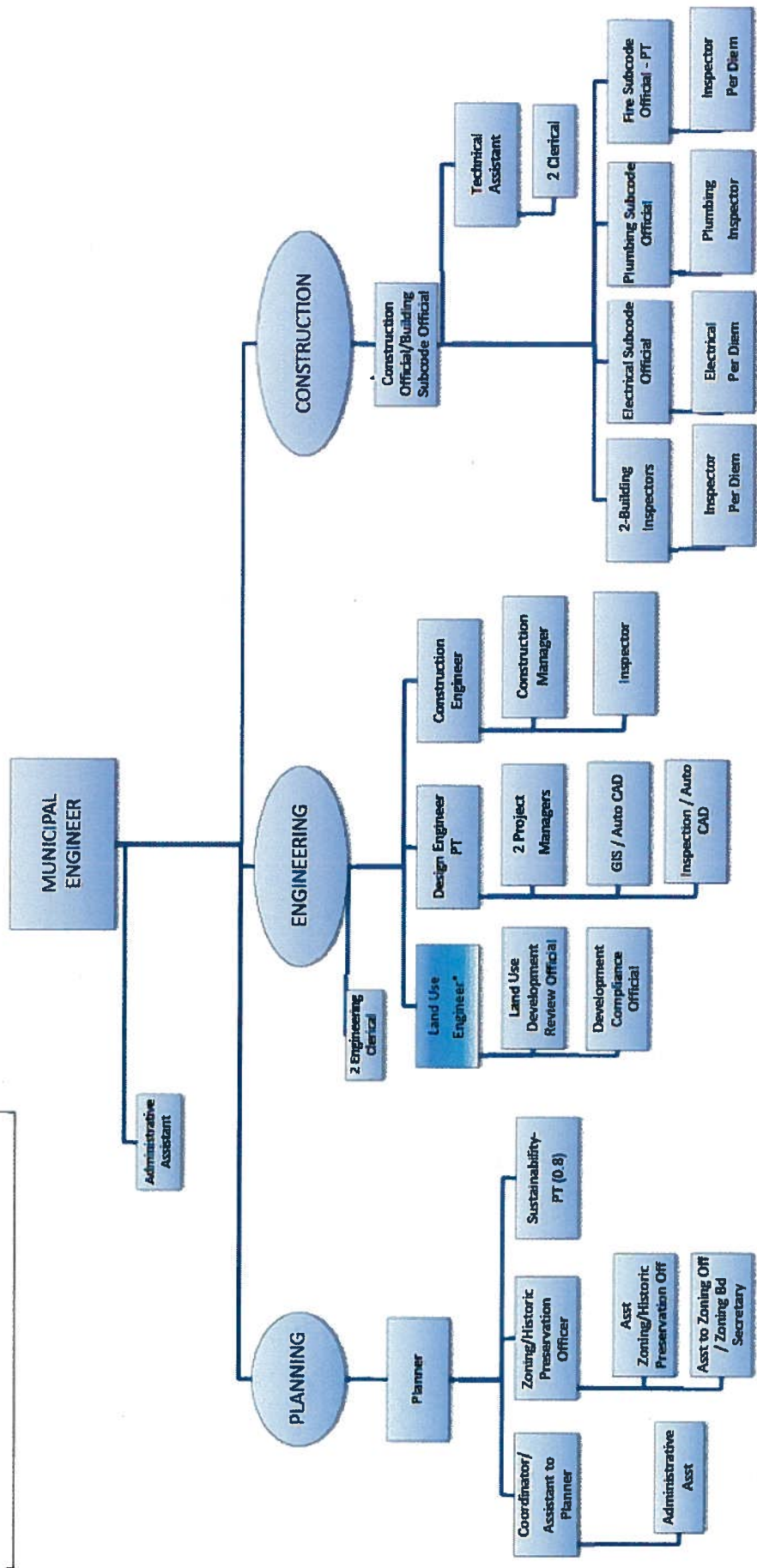
	Consolidation Commission Report Recommendation	TTF I&O Recommendation
Engineering	\$ 381,077	\$ 545,283
Department of Public Works	\$ 103,000	\$ 183,369
Recreation Maintenance	\$ 0	\$ 0

* Note: these numbers (1) have not yet been reviewed by the TTF Finance Committee and (2) do not include positions discussed in footnotes on previous slides

Proposed Engineering Org Chart

Princeton Department of Engineering

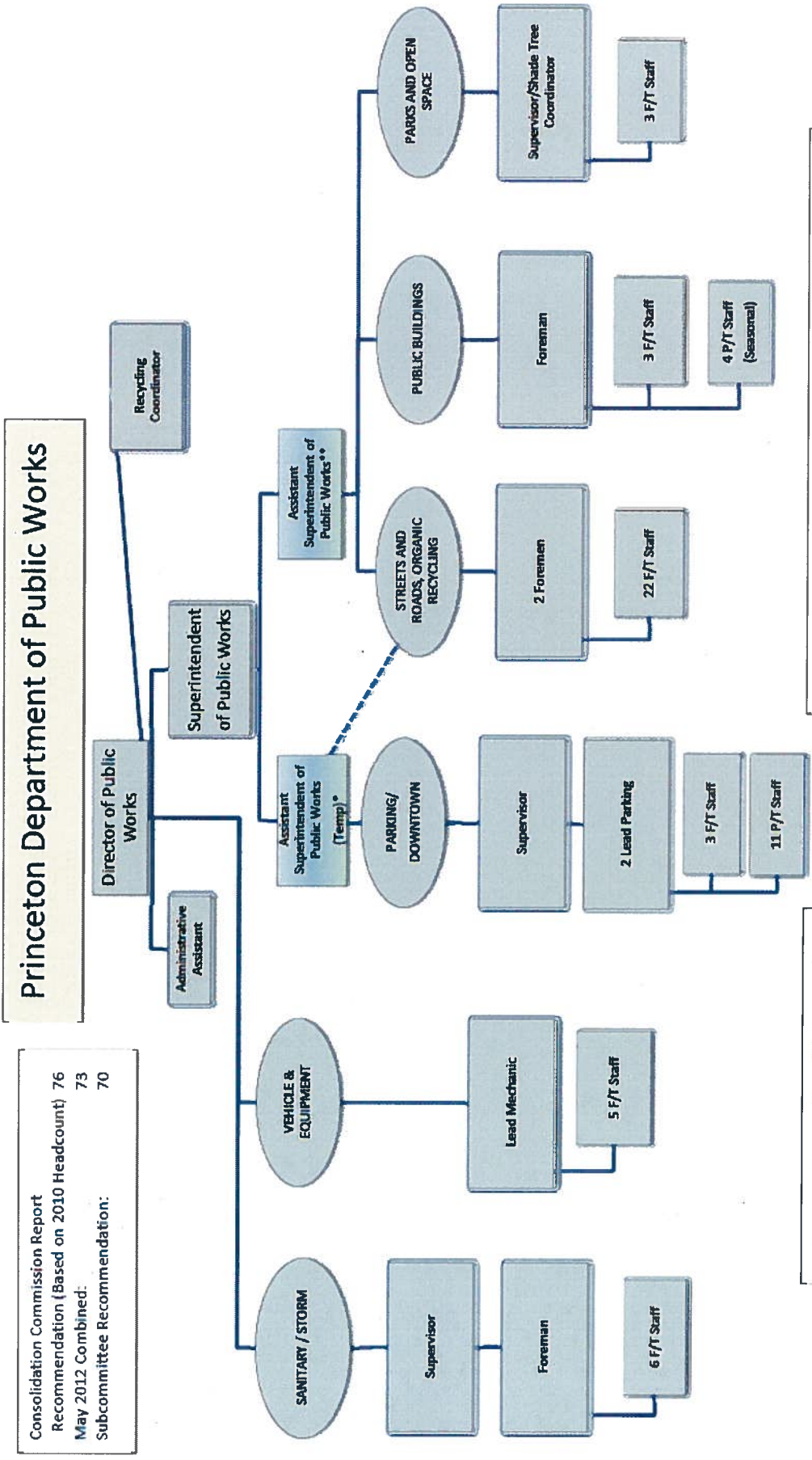
Consolidation Commission Report Recommendation (Based on 2010 Headcount) 32.8
 May 2012 Combined: 35.8
 Subcommittee Recommendation: 30.8



*Recommended for 2013. Over time and at the discretion of the new governing body, and administrator/municipal engineer, this position may be phased out.

Proposed Dept. of Public Works Org Chart

Consolidation Commission Report
 Recommendation (Based on 2010 Headcount) 76
 May 2012 Combined: 73
 Subcommittee Recommendation: 70



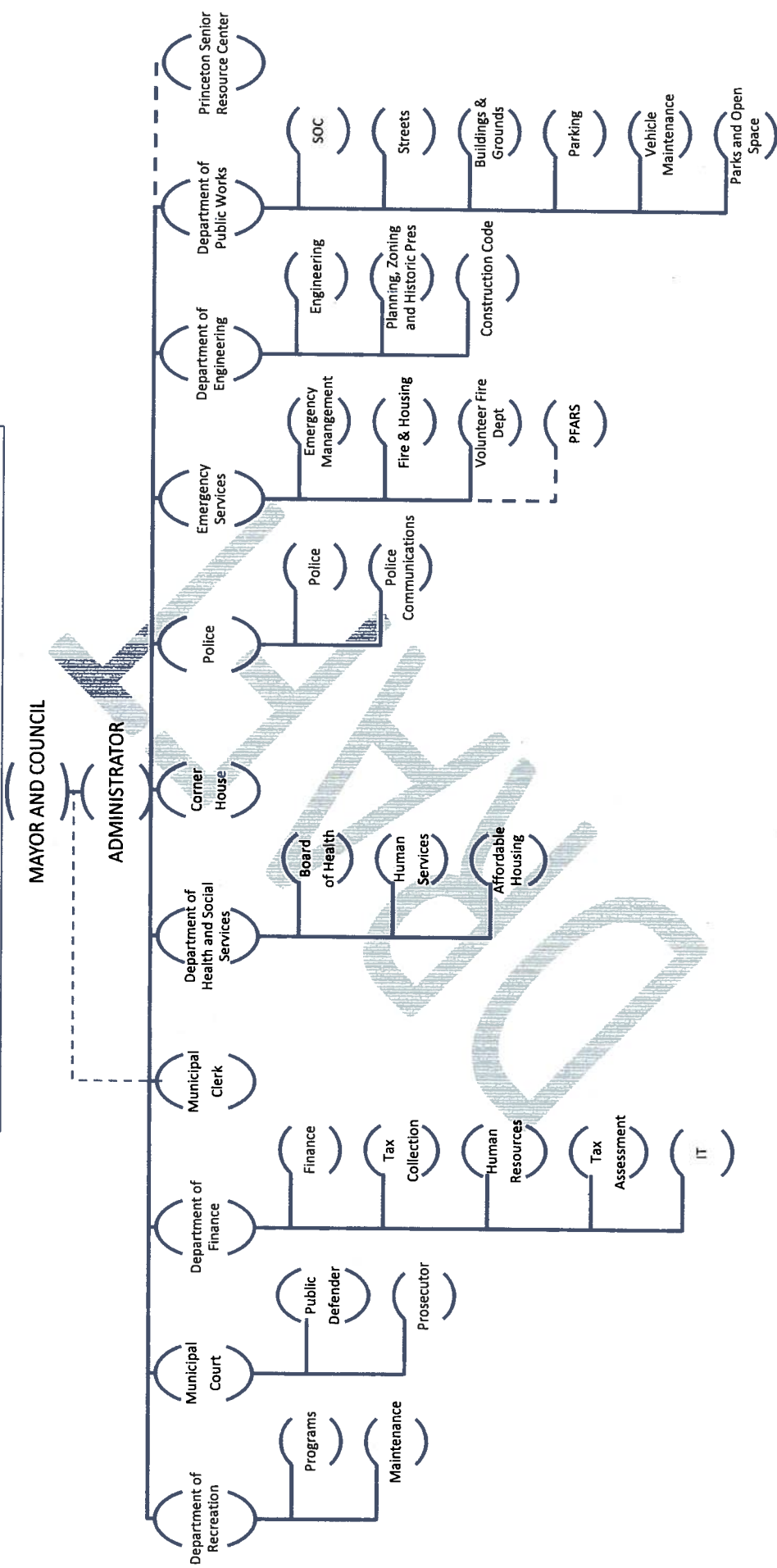
* Recommended for 2013. During 2013 this position will be eliminated.

** Recommended for 2013. Over time and at the discretion of the new governing body, and administrator/Director of Public Works, this position may be phased out.

Closing Comments

- Thanks to John Heilner, Jo Butler, John Clearwater, Mark Freda, Kathy Monzo and Bob Bruschi for their work on the org charts
- The TTF I&O Subcommittee informally recommends that the new governing body give serious thought to creating a Parks & Recreation Department
- Coming attractions from the I&O Subcommittee:
 - DPW Facilities and Capital Equipment
 - Leaf/Brush Removal
 - Garbage/Composting Collection

PRINCETON GOVERNMENT ORGANIZATION



Transition Task Force IT Recommendations

Organization

Consolidation Commission Recommendation: continuation of single full time Chief Information Officer, with utilization of outside vendor support as necessary.

TTF Recommendations

- Continue with full time Chief Information Officer, and utilization of outside vendor support.
- Modify IT org structure to include existing police technology person reporting to Chief Information Officer.
- Retain existing part time tech support person – hired by Township for transition – through March 31, 2013, until ongoing service needs better determined.
- Further assess tech support needs upon receipt and evaluation of service proposals from MindSHIFT and CMIT Solutions, and documentation and evaluation of ongoing support activity.

Hardware and Software Recommendations

- **Phone System** – Adopt Mitel-based system for new municipality. Cost: \$55,000 (92 handsets, warranties, service, controller). Annual cost savings of approximately \$18,000 from elimination of need for T-1 line.
- **Email** – Adopt FirstClass email system for new municipality. Cost: \$7,300 upfront cost for additional 100 licenses, \$1,200 for maintenance and service. Replaces Borough's email system and its \$9,000 in annual maintenance expense.
- **Dog Licensing** – Utilize existing vendor, Municipal Software, at no incremental cost, and transfer Borough data. Annual cost: \$406.
- **CAD Software (Engineering)** – Renew Borough and Township annual contracts in 2012 and renegotiate new integrated contract in 2013, when licensing requirements can be better determined.