

Transition Action Plan

Don Norrell

December 3, 2008



Action Plan

- In an effort to ease the Transition and ensure continuity of services, key issues have been identified for research and resolution.
- Teams have been designated to work on these Action Items.
- Recommendations will come forward to the Boards as a result of staff research and analysis.

Reporting on Action Items

- A report on the Action Items will be provided on a quarterly basis to the Township, WCA, TWA, WCOA, WCSC and WFD Boards of Directors.
- Presentation meetings with employees will be scheduled in December 2008, with subsequent presentations in March, June, September and December of 2009

Action Items



1. Communicate the transition plan to the employees of both organizations

- **Objective:** Ongoing and regular communications to staff members of both organizations through the duration of the process.
- **Action to date:**
 - ✓ Initiate quarterly update meetings with staff / start in December, 2008
 - ✓ Develop a Frequently Asked Questions fact sheet for employees
- **Team:** Norrell, Wolda, Welbes, Snyder, Hicks, Connell, Dempsey
- **Est. Percent Complete:** 10%
- **Timeline:** 13 month project – through December, 2009

2. Develop format and process for the 2010 budget and capital plan

- **Objective:** At the current time, separate and distinct budget systems and budget accounts are used by each of the organizations. The objective is to create a single budget model for the consolidated operations with appropriate policies and processes and a single underlying chart of accounts.
- **Action to date:**
 - ✓ Process is just getting underway / reviewing capacity of existing accounting and budget systems
- **Team:** Sharp, Courville, Pate, Sauers
- **Est. Percent Complete:** 1%
- **Timeline:** 6 to 7 month project – through June, 2009

3. Develop plan for the implementation of covenant required review committees

- **Objective:** Develop a plan for the implementation of covenant required Development Standards Committee (DSC), DRC (Development Review Committee), CSC (Community Standards Committee) and Residential Design Review Committees (RDRC's) when the responsibility is assumed by the Township in 2010. This includes appointments to the DSC and annual elections for the RDRCs.
- **Action to date:**
 - ✓ Preliminary discussions with legal counsel
- **Team:** Dempsey, Powers, McKinney, Faulkner, Van Rensburg
- **Est. Percent Complete:** 1%
- **Timeline:** 11 month project – through October, 2009

4A. Develop a recommended plan for the “closing out” of Association financial records

- **Objective:** The Community Associations will cease operations in 2010. This action item will implement a plan for the “closing out” of operations such as final audits, tax returns and closing of accounts
- **Action to date:**
 - ✓ Currently identifying relevant issues
 - ✓ Scheduling meetings with auditors and tax consultant
- **Team:** Sharp, Courville, McKinney, Whitehead
- **Est. Percent Complete:** 1%
- **Timeline:** 10 month project – through June, 2010

4B. Phase out Association Board Operations and Elections beginning in 2010 and after (if contingencies are met).

- **Objective:** The Community Associations will transfer all responsibilities to the Township in 2010. The objective of this action item is to work with legal counsel and Association Presidents to address all issues involving the dissolution of the Association Boards.
- **Action to date:**
 - ✓ Initial discussions held with legal counsel
 - ✓ Identified notification to candidates in 2009 election as first priority
- **Team:** McKinney, Norrell, Powers, Dempsey
- **Est. Percent Complete:** 10%
- **Timeline:** 10 month project – through June, 2010

5A. Review existing policies of both organizations

- **Objective:** The Township, the Associations and the WCSC have different operating procedures. There may be federal and state requirements that are handled through different processes. The Township is also governed by specific state law requirements. The consolidation of all operations under The Township will require an examination of operating procedures and policies to assure that we are addressing all operating, personnel and other requirements as established by state and federal law.
- **Action to date:**
 - ✓ Process is just getting underway / Compiling relevant policies
- **Team:**
 - Board Operations, Committees and Charters – Dempsey, Stevenson, Cogburn
 - Board Finance Team – Pate, Faulkner, Sharp
 - Operations/Park Rules – Powers, Sumner, Pennell
 - Employee Rules and Regulations – Welbes, Hicks
- **Est. Percent Complete:** 1%
- **Timeline:** 13 month project – through December, 2009

5B. Develop organizational chart reflecting the full consolidation of services

- **Objective:** The actual consolidation of services will not occur until January 1, 2010. However, the determination of organizational responsibilities for 2010 should be completed as soon as possible so that this information can become part of the compensation plan study that is proposed for 2009 (see #6).
- **Action to date:**
 - ✓ Preliminary work
- **Team:** Norrell, Welbes, Hicks
- **Est. Percent Complete:** 1%
- **Timeline:** 4 month project – through March, 2009

6. Plan for a consolidated employee compensation/benefit structure

- **Objective:** The current employee compensation plan and benefit structure used by The Township and the WCSC/WFD have considerable differences. Prior to consolidation of staff services in 2010, these differences need to be resolved and a single compensation/benefit plan should be established.
- **Action to date:**
 - ✓ Reviewed previous requests for proposals
- **Team:** Welbes, Hicks, Sharp, Powers, Suarez
- **Est. Percent Complete:** 5%
- **Timeline:** 6 month project – through May, 2009

7. Initiate contract negotiations with firefighters union and fire dispatch for the contract year beginning Jan. 1, 2010

- **Objective:** The current labor agreements with the firefighters union and fire dispatch run through the end of 2009. With the contract up for renewal at the end of 2009, the negotiation process is expected to begin in mid 2009. Until the WFD operation is assumed by the Township, the WFD Board of Directors will set the parameters for the negotiation and the contract settlement process.
- **Action to date:**
 - ✓ Preliminary meeting held with Union Executive Team
- **Team:** Welbes, Benson, Hicks, Hooper, Courville
- **Est. Percent Complete:** 0%
- **Timeline:** 7 month project – through December, 2009

8. Develop a long range law enforcement management strategy

- **Objective:** The Township and WCSC both hire contract law enforcement personnel. This action item will review existing law enforcement contracts in residential and Town Center/Mall areas and develop a long term strategy to be considered in the 2010 budget planning process.
- **Action to date:**
 - ✓ Preliminary activity only
- **Team:** Sumner, Leck, Powers, Raybon
- **Est. Percent Complete:** 0%
- **Timeline:** 5 month project – through June, 2009

9. Consolidation of facility management and maintenance functions.

- **Objective:** Develop recommendations for the alignment of management and maintenance functions where similar services are currently being performed by both organizations (such as parks, pathways and other).
- **Action to date:**
 - ✓ Preliminary activity only
- **Team:** Powers, Sumner, Pennell, Davis, Nunes, Dietrich
- **Est. Percent Complete:** 0%
- **Timeline:** 7 month project – through August, 2009

10A. Coordination/consolidation of Information Technology functions

- **Objective:** Each of the organizations has separate Information Technology services provided within the organization. These services are provided through full time staffing or through contractual relationships with others. This action item will provide a plan for full implementation of Information Technology policies and functions in 2010.
- **Action to date:**
 - ✓ Preliminary activity only
- **Team:** Pham, Sharp, Sumner, Powers
- **Est. Percent Complete:** 0%
- **Timeline:** 13 month project – through December, 2009

10B. Coordination/consolidation of Human Resources functions

- **Objective:** Each of the organizations has separate Human Resources services provided within the organization. These services are provided through full time staffing or through contractual relationships with others. This action item will provide a plan for full implementation of Human Resources policies and functions in 2010.
- **Action to date:**
 - ✓ Preliminary activity only
- **Team:** Welbes, Hicks
- **Est. Percent Complete:** 0%
- **Timeline:** 13 month project – through December, 2009

11. Coordination/consolidation of Finance and Accounting functions

- **Objective:** The integration/consolidation of these services will require considerable planning, as the close out of the Associations will take place during the same period as the Township's budget process in 2010. This action item will provide a plan for full implementation of these functions in 2010.
- **Action to date:**
 - ✓ Preliminary work and discussions
- **Team:** Sharp, Courville, Sauers, Pate
- **Est. Percent Complete:** 1%
- **Timeline:** 19 month project – through June, 2010

12. -----

- Action Item #12 has been eliminated/
combined with #13

13. Address issues that result from the Township assumption of Community Association Covenant responsibilities in 2010.

- **Objective:** The Township will assume management of covenant responsibilities in 2010. There are some potential inconsistencies in boundaries that need to be reviewed and resolved. The team will work with legal counsel on this action item.
- **Action to date:**
 - ✓ Initial discussions with legal counsel
- **Team:** McKinney, Norrell, Powers, Whitehead, Sharp
- **Est. Percent Complete:** 5%
- **Timeline:** 8 month project – through July, 2009

14. Identify and manage issues resulting from the changeover from Assessments to a Property Tax Levy

- **Objective:** The Township will begin development of the 2010 budget plan in April or May of 2009. The transition plan calls for the levy of an ad valorem property tax in 2009 for the 2010 budget year. No association assessments are planned to be levied for 2010 and after.
- **Action to date:**
 - ✓ Contract proposal for assessment/collection of property tax levy to be considered by Township board on 12/3/08
- **Team:** Sharp, Norrell, Whitehead, Kinnear
- **Est. Percent Complete:** 0%
- **Timeline:** 8 month project – through August, 2009

15. Keep the public informed on issues regarding the Transition changes

- **Objective:** Develop and implement communications with the public through articles in the Community Association magazine, news articles and news releases appropriate to the transition process during the 2008/2009 transition timeline.
- **Action to date:**
 - ✓ Draft mission statement, situation analysis and strategies
 - ✓ Developed article for January 2009 issue of Magazine
- **Team:** Wolda, Snyder, Connell, Dempsey
- **Est. Percent Complete:** 5%
- **Timeline:** 19 month project – through June, 2010

16. Discussions with Waste Management to assign the existing contract with the Community Associations to the Township

- **Objective:** Initiate discussions with Waste Management to secure the assignment of the existing garbage and recycling contract (same terms and conditions).
- **Action to date:**
 - ✓ Preliminary activity only
- **Team:** Powers, Aldrich, Sumner, Pennell
- **Est. Percent Complete:** 0%
- **Timeline:** 5 month project – through October, 2009

17. Community Planning/Visioning Process

- **Objective:** The Township's current Vision 2020 plan was originally developed in 1999 and was last reviewed in 2006 prior to the expansion of The Township boundaries. The Vision Plan should be updated and revised to reflect the changed conditions and changed boundaries that occurred as a result of the November, 2007 election. Although some portions of the Vision 2020 plan may still be applicable, there are some portions which are no longer applicable or need revision.
- **Action to date:**
 - ✓ Preliminary activity only
- **Team:** Kinnear, Norrell, Dempsey, Wolda, Connell
- **Est. Percent Complete:** 0%
- **Timeline:** 12 month project – through June, 2010

18. Facilities planning process

- **Objective:** At the current time, there are a number of office and operational areas used by the WCSC and by the Township. Most of these facility locations are leased with leases that expire in 2009, 2010 and 2011. This action item will develop a facilities planning process to consider the short and long term facility needs of the combined operation.
- **Action to date:**
 - ✓ RFQ&P for architectural services to be shared with Township Board on 12/3/08
- **Team:** Matthews (Project Planning & Development), Norrell, Kinnear, Sumner
- **Est. Percent Complete:** %
- **Timeline:** 8 month project – through July, 2009

19. Develop a long term financing strategy for Township operations

- **Objective:** In 2010, The Woodlands Township will become the central agency for providing high quality services to residential and commercial properties. As a part of the 2010 budget process, develop a long term financing strategy for Township operations. This plan should consider capital projects, economic development projects and convention and tourism projects and operations and methods of providing for long term financing and borrowing needs.
- **Action to date:**
 - ✓ Preliminary discussion and issues identified for further research
- **Team:** Norrell, Sharp, Pate, Wolda
- **Est. Percent Complete:** 1%
- **Timeline:** 7 month project – through July, 2009

