

# Transition Action Plan

Don Norrell

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# 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.

# Priority 1: First Six Months 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
    - ✓ Met with all employees in December
    - ✓ Second meeting on March 30
  - ✓ Frequently Asked Questions (FAQ) fact sheet for employees
  - ✓ Conducted an Employee Survey / Responding to questions
- **Team:** Norrell, Wolda, Welbes, Snyder, Hicks, Connell, Dempsey
- **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 underway / chart of accounts being updated
  - ✓ Existing budget formats will be used by each entity / combined at year end in accounting system
  - ✓ Budget processes starting with WCSC/WFD and Township in April
  - ✓ Key issues will be public safety, reserves, economic development funding, and capital projects
- **Team:** Sharp, Courville, Pate, Sauers
- **Timeline:** 6 to 7 month project – through June, 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 has been completed
  - ✓ Potential position changes part of compensation plan
  - ✓ Final organizational plan to be completed in 4<sup>th</sup> Quarter 2009
- **Team:** Norrell, Welbes, Hicks
- **Timeline:** 9 month project – through November, 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:**
  - ✓ Awarded to Waters Consulting Group
  - ✓ All Employee Meetings in February / March
  - ✓ Job evaluations underway
  - ✓ Salary and Benefits study to be completed by June, 2009
  - ✓ Impacts to be included in 2010 budget
- **Team:** Welbes, Hicks, Sharp, Powers, Suarez
- **Timeline:** 6 month project – through June, 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:**
  - ✓ Discussions have occurred
  - ✓ Legislation proposed / part of the Second Amendment
  - ✓ WFD Board considering contract negotiation options
- **Team:** Welbes, Benson, Hicks, Hooper, Courville
- **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:**
  - ✓ Meetings have occurred
  - ✓ Law enforcement plan development is underway and will be presented to Township Executive Committee and Board in April
  - ✓ Township Board will consider the continuation of funding for partner agencies in April
  - ✓ Final Plan will be part of the 2010 budget process
- **Team:** Sumner, Leck, Powers, Raybon
- **Timeline:** 5 month project – through June, 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 budget plan has been developed (see #2)
  - ✓ Financial reporting system for 2010 is under development
  - ✓ A 2010 Finance organizational structure has been developed
- **Team:** Sharp, Courville, Sauers, Pate
- **Timeline:** 19 month project – through June, 2010

## 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 with County Assessor
  - ✓ Board has received a briefing on exemption issues
  - ✓ Board is expected to consider exemption issue at April meeting
  - ✓ Tax rate must be set by September 1
- **Team:** Sharp, Norrell, Whitehead, Kinnear
- **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:**
  - ✓ Community Association and Township websites include general governance / transition information
  - ✓ Articles in Community Magazine each month
  - ✓ Frequency of articles will increase through 2009
  - ✓ November and December magazines to be dedicated to Transition / changes
- **Team:** Wolda, Snyder, Connell, Dempsey
- **Timeline:** 19 month project – through June, 2010

## 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:**
  - ✓ Consultant selected / Partners for Strategic Action (PSA)
  - ✓ Board team established to guide process
  - ✓ First retreat held in February / another scheduled in March
  - ✓ Process expected to be completed in June / in time for budget process
- **Team:** Kinnear, Norrell, Dempsey, Wolda, Connell
- **Timeline:** 6 month project – through June, 2009

## 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:**
  - ✓ Architectural firm selected (PGAL)
  - ✓ Reviewing two sites
  - ✓ Presently validating office space needs of Township
  - ✓ Next step is review of potential partner office space needs
  - ✓ Expected site recommendation within a couple of months
- **Team:** Matthews (Project Planning & Development), Norrell, Kinnear, Sumner
- **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:**
  - ✓ Process underway
  - ✓ Will begin discussion of priorities in Board retreat
  - ✓ Staff is developing benchmark information / will present in budget process / budget decisions in July and August
- **Team:** Norrell, Sharp, Pate, Wolda
- **Timeline:** 7 month project – through August, 2009

## 20. Finance Department Structure

- **Objective:** Finalize contracts and staff reorganization to assure that financial management needs for 2009 and 2010 will be met in a timely and appropriate manner.
- **Action to date:**
  - ✓ Completed / Changes made in January
  - ✓ CFO time split between Community Associations and Township
  - ✓ Final Finance organizational changes will be made on January 1, 2010
- **Team:** Norrell, Sharp, Welbes, Hicks
- **Timeline:** Completion in January, 2010



## 23. Transfer of WCSC, WFD and WRC Assets

- **Objective:** The current Transition Agreement provides that the assets will be held in trust until December 31, 2011. If operations are transferred as of January 1, 2010, the assets should also be transferred. Consider a Transition Agreement amendment to provide for the transfer of assets from the WCSC, WFD and WRC on January 1, 2010 rather than December 31, 2011.
- **Action to date:**
  - ✓ 2<sup>nd</sup> Amendment approved by all parties
  - ✓ Strong Firm retained for this project / will start work in July, 2009
  - ✓ Asset filing will be done in December, 2009
  - ✓ Implement a lease agreement (leasing back assets) with WFD by December, 2009
- **Team:** Norrell, Powers, Sharp
- **Timeline:** January, 2009 – December 31, 2009

# **Priority 2: Second Six Months of 2009**

Action Items



### 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 (RDRCs) 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 have occurred
  - ✓ Plan to be developed in 4<sup>th</sup> Quarter 2009
- **Team:** Dempsey, Powers, McKinney, Faulkner, Van Rensburg
- **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:**
  - ✓ Preliminary discussions held with auditors and tax consultant
  - ✓ Staff teams have met with TML regarding risk management issues
  - ✓ Implement close out in January, 2010
- **Team:** Sharp, Courville, McKinney, Whitehead
- **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
  - ✓ Notification provided to candidates in 2009 Association election
  - ✓ Association Boards to address in August or September, 2009
- **Team:** McKinney, Norrell, Powers, Dempsey
- **Timeline:** 12 month project – through September, 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
  - ✓ Will be addressed by Township Board in 4<sup>th</sup> Quarter 2009
- **Team:**
  - Board Operations, Committees and Charters – Dempsey, Stevenson, Cogburn
  - Board Finance Team – Sauers, Faulkner, Sharp
  - Operations/Park Rules – Powers, Sumner, Pennell
  - Employee Rules and Regulations – Welbes, Hicks
- **Timeline:** 13 month project – through December, 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:**
  - ✓ Staff met to discuss operating requirements
  - ✓ Putting together maintenance schedules / reviewing current and future resource needs
  - ✓ Will be addressed by Township Board in 4<sup>th</sup> Quarter 2009
- **Team:** Powers, Sumner, Pennell, Davis, Nunes, Dietrich
- **Timeline:** 10 month project – through December, 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:**
  - ✓ Staff reviewed existing IT operations in both organizations
  - ✓ Currently reviewing IT contracts, lease agreement and hardware specifications
  - ✓ Future / will develop an IT Strategic Plan for Township
- **Team:** Pham, Sharp, Sumner, Powers
- **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
  - ✓ Both organizations are working together / weekly combined staff meetings
  - ✓ Working jointly on Compensation / Benefit Plan
- **Team:** Welbes, Hicks
- **Timeline:** 13 month project – through December, 2009

## 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 and services that need to be reviewed and resolved. The team will work with legal counsel on this action item.
- **Action to date:**
  - ✓ Discussions with legal counsel have occurred
  - ✓ Specific policy direction will be proposed in 4<sup>th</sup> Quarter 2009
  - ✓ Review
    - Non Community Association Covenant areas: Windsor Hills, Cokeberry
    - Service exception areas: Carlton Woods
    - Services to Covenant areas outside Township boundaries: East of Grogan's Mill Road
- **Team:** McKinney, Norrell, Powers, Whitehead, Sharp
- **Timeline:** 8 month project – through December, 2009

## 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 discussions have occurred
  - ✓ An assignment of the contract appears feasible
  - ✓ Complete agreement assignment in late 2009
- **Team:** Powers, Aldrich, Sumner, Pennell
- **Timeline:** 7 month project – through December, 2009

## 21. Develop an analysis for central purchasing/ contract management division in 2010

- **Objective:** Centralize the purchasing and contract management functions. At the current time, each department does its own purchasing and contract management; processes and procedures vary by department.
- **Action to date:**
  - ✓ Preliminary discussions have occurred
  - ✓ Plan to be developed in 4<sup>th</sup> Quarter 2009
- **Team:** Norrell, Powers, Sharp
- **Timeline:** 8 month project – through December, 2009

## 22. Establish a central Land Management, Covenant and Records Management function

- **Objective:** Create central department for efficient and effective organization of physical and electronic records, application development and maintenance of GIS system, and maintenance of centralized property database. Additional services to include resale certificates, public information requests, tracking covenants, property renditions, etc. Department to serve internal and external customers.
- **Action to date:**
  - ✓ Preliminary discussions have occurred
  - ✓ Plan to be included in 2010 budget
- **Team:** Sharp, Whitehead, Pham
- **Timeline:** 8 month project – through December, 2009

# Transition Timeline

ID	Task Name	2009				2010		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3
1	Communicate Transition to Staff	██						
2	Develop 2010 Budget/ Capital Plan		██					
3	DSC/DRC/CSC/RDRC Implementation in Township	██████████████████████████████████████						
4	""Close out"" the Associations				██			
5A	Combine Operating Policies	██						
5B	Develop Combined Organizational Structure	██████████████████████████████████████						
6	Consolidated Employee Compensation/Benefits Plan	██████████████████████████████████████						
7	Contract Negotiations with Firefighters Union		██████████████████████████████████████					
8	Long Range Law Enforcement Management Strategy	██████████████████████████████████████						
9	Consolidation of Facility Management and Maintenance Functions	██████████████████████████████████████						
10	Consolidation of Information Technology and Human Resources Services	██████████████████████████████████████						
11	Consolidation of Finance and Accounting Functions	██						
13	Resolve Issues from Township Assumption of Associations Responsibilities	██████████████████████████████████████						
14	Changeover from Assessments to Property Tax Levy	██████████████████████████████████████						
15	Inform Public of Transition Changes	██████████████████████████████████████						
16	Waste Management Contract Renegotiation		██████████████████████████████████████					
17	Community Planning/Visioning Process	██████████████████████████████████████						
18	Facilities Planning Process	██████████████████████████████████████						
19	Long Term Financing Strategy	██████████████████████████████████████						
20	Develop Finance Department Structure	██████████████████████████████████████						
21	Central Purchasing/Contract Management		██████████████████████████████████████					
22	Central Land, Covenant and Records Management		██████████████████████████████████████					
23	Transfer of Assets	██████████████████████████████████████						