

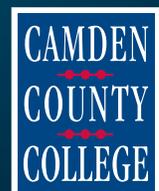
TRANSFORMATION

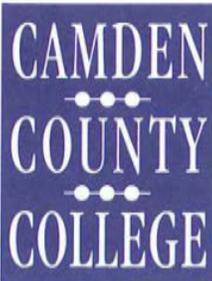


INITIATIVE

4th Quarter Report
December 1, 2009 – February 28, 2010
&
Year-End Report

Louis S. Bezich
Principal Investigator





March 16, 2010

Hon. Louis Cappelli, Jr.
Members, Camden County Board of Freeholders
520 Market Street, 15th Floor
Camden, NJ 08102-1375

**RE: Camden County Transformation Initiative
Fourth Quarter and Year-End Report**

Dear Director Cappelli and Freeholders:

I am pleased to present Camden County Transformation Initiative's Fourth Quarter Report for the period December 1, 2009 through February 28, 2010. The contents also summarize our first year results for the period March 1, 2009 through February 28, 2010. The shared services agreement between the Board of Freeholders and the College has a term of two years. Based on the success of the Initiative thus far, it is our recommendation to continue the project through the end of the second year.

During the Fourth Quarter, our efforts were primarily focused on the implementation of the recommendations of the Third Quarter and the continued research and analysis required in a number of service areas.

For the year, our work has identified approximately \$12.7 million in annual savings through reforms in six (6) of the eighteen (18) service areas which were initially targeted. These reforms are long-term in nature and will take a sustained commitment to realize these values. Toward this end, this report contains our reflections on the Initiative's first year and specifically provides a ten-step prescription for sustained commitment to institutional reform. In addition, we are recommending the creation of a Camden County Leadership Summit to further strengthen the relationship between the Freeholders and their affiliated organizations.

The ongoing support of the Board of Freeholders is greatly appreciated.

Sincerely,

CAMDEN COUNTY COLLEGE


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Executive Summary

Fourth Quarter

The quarter ending February 28, 2010 was largely focused on the implementation of prior recommendations. Work proceeded and actions were taken on: (a) the creation of a self-insurance pool for property and casualty insurance; (b) consolidation of publications; (c) greater use of alternative media for citizen communication; (d) expansion of the courier service pilot program; (e) consolidated security and compliance functions; (f) unified human resources initiatives; and (g) expansion of consolidated procurement.

Work advanced on those areas requiring more extensive analysis: building maintenance, custodial, grounds, fleet management, the virtual law firm, and information technology. Six coordinating committee meetings were conducted during the quarter and on December 21st a strategy session was conducted for the chief executive officers of all County organizations.

On January 19th, Principal Investigator Louis Bezich presented a PowerPoint report to the Board of Freeholders on the Initiative's third quarter results consistent with the terms of the College/County shared services agreement. A briefing of the *Courier-Post* Editorial Board was conducted on January 26th. The paper's February 4th edition featured an editorial calling the Camden County Transformation Initiative "a model that other counties and that the state government ought to try." In addition, the January 22nd edition of *The Retrospect* contained a front-page article on the Initiative. The editorial and the article are included in the Appendix.

The following is a summary of highlights from the fourth quarter:

- The Third Quarter Report was submitted and a PowerPoint presentation was made to the Board of Freeholders on January 19th.
- Public dissemination of the second quarter results was accomplished through a meeting with the *Courier-Post* Editorial Board on January 26th and an editorial published in the *Courier-Post* on February 4th. The January 22nd edition of *The Retrospect* contained a front-page article on the Initiative.
- CEOs from the County administration and all County-affiliated organizations met on December 21st for a strategy session.
- Work continued on the development of a unit cost model for building maintenance, janitorial, groundskeeping and fleet management functions. A technical assistance session was conducted on January 28th to help individuals with the methods for extracting and classifying financial data

necessary for the analysis. The County's internal auditor was recruited to participate and provide expertise to the representatives.

- The Board of Freeholders authorized the creation of the Camden County Insurance Commission and authorized participation in the New Jersey Counties Excess Joint Insurance Fund. Two County organizations authorized participation in the County fund. The actions represent key steps in the implementation of a consolidated self-insurance pool for property and casualty insurance modeled on the highly successful municipal Joint Insurance Fund ("JIF").
- On February 23rd, the Legal Services Committee Chair conducted a conference call with participants from the Office of County Counsel and the College's Information Technology unit. The status meeting produced a new timetable for the development of the Virtual Law Firm architecture and presentation to the attorneys within the County system.
- On February 19th, a strategy session was conducted to initiate work on the implementation of several recommendations in the areas of marketing and printing. The components included: distribution of policies to curb spending on photocopiers, printers and fax machines, consolidation of print shops, greater use of in-house printing capabilities, consolidated publications and consolidated procurement of outside printing.
- A consolidated bid for portable toilets was received. Three County organizations participated. The pricing was approximately \$5,000 lower than the prior year reflecting a savings of 11%.
- On February 19th, more than 100 professionals responded to a consolidated solicitation for professionals conducted on behalf of the County and County-affiliated organizations. On December 9th and February 18th, Anna Marie Wright conducted meetings of the Purchasing Committee.
- The schedule of security service contract cycles was reviewed by the Security Committee Chair and County Purchasing Agent to establish a plan for consolidated bidding.
- Research into further consolidation of courier services was initiated. Preliminary results received indicate the opportunity to reduce costs and streamline services through the reallocation of courier routes and adoption of administrative changes.
- Jim Lex (CCIA) prepared a map depicting the concentration of employees by geographic location. The map will be used to facilitate strategic assessment of further consolidations and innovations consistent with the Transformation Initiative (see Appendix).

- The Human Resource Committee conducted a meeting on February 8th. To date, the County and three County organizations have adopted updated policies to curb absenteeism abuse. Work was initiated on the creation of a “Camden County University” supervisory training program designed to work in tandem with the policies and insure that supervisors have the training to implement the policies. 2009 absenteeism data is being aggregated and structured for comparison with 2010.

Scheduled actions and key events for the fourth quarter:

- A public forum will be conducted on March 24th at 7PM.
- A CEO meeting will be conducted on April 28th.
- A proposal for a Camden County “Leadership Summit” will be presented to the Board of Freeholders.