

Two items struck me as serious omissions while reading the consolidation report given my personal experience in consolidating service organizations.

I was involved both in consolidating a small unit of a major pharmaceutical company into a larger unit of the company and as a small business owner, I led efforts to integrate my business into the acquiring company. Both instances required huge expenditures of labor in order to integrate procedures, rules, systems and people. Of course any service organization, whether it is a regulated analytical testing laboratory or a municipal government must operate by rules, regulations and procedures. Consolidating two organizations will require rewriting, revising and updating of town and borough regulations and police department standard operating procedures. My experience shows this procedure is a huge cost of consolidation in terms of people's time, which of course means huge monetary costs. The commission report does not even list \$1 in costs for any of these activities just capital improvement and legal fees are listed. In addition, it does not state who will carry out this immense task, certainly not the 16.5 people who will lose their jobs.

The second omission in the report is the reality of organizations. The report implies that the consolidated organization will operate with fewer people than the sum of the two. The report does not reference any history or studies of a consolidating municipal governments where savings were achieved and based on my experience larger service organizations have more overhead, more middle management and are less responsive to those they serve.

Arguments for consolidation such as "I just know it is the right thing to do" or "Of course it makes sense" without fully understanding the liabilities and realities of consolidation will surely leave all residents of Princeton with reduced services, less representation, and a higher tax burden for the foreseeable future.

Thank you.