P.O. Box 130
Greencastle, Pennsylvania 17225

Phone: (717) 597-3818
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September 10, 2008

To Whom It May Concern:

RE: Antrim Township Management Study

The Township of Antrim has decided to provide you with a copy of a redacted "Management, Operations, Staffing and Spacing Needs Assessment and Plan" that has been requested. The Township is denying requests to receive the redacted portions of the report for the following reasons:

1. The redacted portions of the report would operate to the prejudice or impairment of a person's reputation and therefore are not public records as defined by the "Right to Know Act." (65 P.S. § 66.1.)

2. The redacted portions would disclose the institution, progress or result of an investigation undertaken by the Township in the performance of its official duties and are not public records as defined by the "Right to Know Act." (65 P.S. § 66.1.)

3. The redacted portions of the report are part of a "deliberative process" and not a "minute, order or decision", of the Township of Antrim. Therefore, the redacted portions are not public records and the Township is not required to disclose the redacted portions of the report. (*See Lavalle v Office of General Counsel,* 564 Pa. 482, 769 A.2d 449, 458, (2001), *Tribune-Review Publishing Co. v. Department of Community and Economic Development,* 580 Pa. 80, 859 A.2D 1261 (2004), *quoting Commonwealth Ex rel. Unified Judicial System v. Vartan,* 557 Pa. 390, 733 A.2d 1258 (1999) and *Digital-Ink, Inc. v. Department of General Services,* 923 A.2d 1262 (Pa. *Cmwlth. 2007)*

Within fifteen (15) days of the date of this Notice of Denial, you may file exceptions with the Township Board of Supervisors. The exceptions shall state grounds upon which you

believe the record is a public record and shall address any grounds stated by the Township for denying your request. If you file exceptions, the Township has thirty (30) days in which to respond to your exceptions, unless extended by you and the Township. The Township may decide to conduct a hearing within that time to assist in the making of the decision. Within thirty (30) days of the Township's final decision, you may file a Petition for review in the Franklin County Court of Common Pleas or bring an action in the local District Justice Magistrate's office.

You also have the right to appeal this Notice of Denial within thirty (30) days of the date of the Notice by filing a Petition for review directly in the Franklin County Court of Common Pleas or bringing an action in the local District Justice Magistrate's office. These rights to file a Petition for review directly in the Franklin County Court of Common Pleas or the right to bring an action in the local District Justice Magistrate's office are independent of your right to file exceptions with the Township of Antrim Board of Supervisors.

If you have any questions, you should contact your attorney.

Sincerely,

Renee G. Perrin
Antrim Township Secretary
P O Box 130
Greencastle PA 17225
(717) 597-3818

Management, Operations, Staffing and Spacing Needs Assessment and Plan

Prepared For:

ANTRIM TOWNSHIP, FRANKLIN COUNTY PENNSYLVANIA

FINAL REPORT

August 2, 2008

Dhillon Management Services

TABLE OF CONTENTS

August 2, 2008

	TRANSMITTAL LETTER	
	EXECUTIVE SUMMARY	E-1
I.	**INTRODUCTION AND MANAGEMENT ANALYSIS OVERVIEW**	1
	A. Study Objectives and Project Methodology	1
	B. Structure of the Report	2
II.	**EVALUATION OF TOWNSHIP MANAGEMENT, OPERATIONS AND STAFFING**	3
	A. Zoning and Land Use Operations Evaluated	3
	(1) Zoning and Land Development Activities Evaluated	3
	(2) Time Load Analysis of Workloads	12
	B. Road Maintenance Operations Evaluated	18
	C Evaluation of Current Vehicle and Equipment Inventory	26
	D. Mechanic Workload and Utilization Analyzed	33
	E. Utility Operations Evaluated	35
	F. Billing Clerk Effectiveness and Output Analyzed	41
	G Administrative and Finance Staff Evaluated	46
	H. Public Works and Utility Operations Management Structure	49
	I Township Manager Evaluated	51
	J Automation and Technology Needs	53
	K. Space Needs Assessment	57
	L. Future Staffing Needs in Antrim	59
	M Law Enforcement Services	62

Dhillon Management Services

August 2, 2008

Antrim Township Board of Supervisors
10655 Antrim Church Road
P.O. Box 130
Greencastle, PA 17225-0130

Attention Board of Supervisors:

DHILLON MANAGEMENT SERVICES is pleased to present the **Final Report** of the Antrim Township operations, staffing, management and spacing assessment This document provides detailed analyses of the numerous and various Township operations and recommendations regarding organizational structure, staff levels and workload approaches

This report's content, style and approach are likely something the Township and staff have not previously encountered It is difficult, and sometimes painful, to be put "under-the-light" to such a degree Sometimes observations made by an objective third party can be difficult to endure since we all try to do our best at our jobs, but these observations are necessary to achieve improvement and growth Nevertheless, given the issues for this engagement, it is best to strip down to the base level of workloads, outputs and performance in order to maximize the Township's investment in improving operations Please rest assured that **every organization** — public and private — is subject to and experiences similar operational dysfunction to some degree The job of a consultant is to point out these areas and suggest ways to improve.

If the Board of Supervisors implemented all recommended changes in this report, the Township will realize about $517,000 in annual savings. Also, implementation of various recommendations during the first year will cost the Township approximately $42,500 (one-time costs).

Thank you very much for the opportunity to work with you and Township staff on this important project

DHILLON MANAGEMENT SERVICES

Matt Dhillon

617 Casa Blanca Drive, Fullerton, CA 92832
Telephone 714 525 2088 FAX 714 525 2068 Cell 714 925 3088
Email mattdhillon@gmail.com or matt@dhillonms.com

EXECUTIVE SUMMARY

Management, Staffing, Operations and Spacing Assessment

DHILLON MANAGEMENT SERVICES has completed Final Report of the Management, Operations and Staffing Assessment of the Antrim Township

The following report presents our detailed analysis, findings, conclusions, and recommendations. This **Executive Summary** outlines principal findings and recommendations as well as observations related to the organization, management, service delivery, and the like. The Executive Summary opens with an overview of the study objectives

Study Purpose:

The overall purpose of the study was to evaluate various Township activities in terms of processes and systems employed, outputs, workloads, and the like This included evaluating the quality of services provided, the cost effectiveness of existing operational and organizational approaches, the benefits of the current distribution of work assignments among staff members, the effective utilization of staff, and the value provided by various management, administrative and support staff, in order to determine if any alternate approaches were available to improve service levels, increase staff utilization or reduce costs

As part of the study process, all aspects of the Township organization and operations were analyzed. This included documenting current service levels; conducting detailed analyses of approaches, workloads and staff utilization; and identifying those areas in which improvement opportunities may exist.

Analytical Findings:

There are numerous findings related to operations, organization, staff-utilization, efficiency and effectiveness, as detailed below

- Detailed analysis of Zoning operations and approaches coupled with existing development and building activities indicates that **one position can handle the responsibilities currently assigned to about 3.3 positions**. However, a second position is needed to handle other responsibilities, including pre-treatment program implementation and ordinance enforcement, Park and Recreation Commission liaison, Planning Commission meeting attendance and reporting, comprehensive plan coordination, stormwater ordinance, and the like

- Analysis that can be conducted suggests that **staff is under-utilized and that work tasks can be accomplished with one fewer position** (this includes the Assistant Roadmaster and four operator/laborers)

- Utilities adheres to a fixed-post staffing approach — that is, dedicating positions to specific tasks (posts) regardless of the staff and workload required. In this way, the Township ignores efficiencies and economies and enables under-utilization DHILLON MANAGEMENT SERVICES believes that **field staff in Utilities can be reduced from five positions to three that share and are cross-trained** Also, Antrim can outsource laboratory services and also contract for water plant operations

- The Township can and should reduce its current inventory of vehicles and equipment from the current 39 down to 34 and potentially even fewer

- **The Mechanic is under-utilized** — currently by one-third to one-half based on current inventory and up to **60% upon inventory reduction**

- The Utility Billing process, which currently employees about 1 3 positions, **requires about 0 26 FTE's to accomplish needed tasks** Opportunities to regionalize the operation with Greencastle Borough should be evaluated and the Utility Billing Clerk position should be eliminated

- The Administrative Secretary currently expends the majority of the work day handling work tasks that are unnecessary, redundant and which could and should be handled by other Township personnel As such, this position should also be eliminated

- Given the above, **Administrative staffing should be reduced from the four positions down to two** (proposed elimination of the Utility Clerk and Administrative Secretary)

- Both the Secretary/Treasurer and the Finance Secretary are under-utilized Actually, prior to 2003, the functions and responsibilities currently distributed between the two positions were handled solely by the Secretary/Treasurer

- The responsibilities of the three management/supervisory positions in Roads and Utilities — Roadmaster, Utilities Director and Superintendent **— can and should be handled by one position functioning as a Maintenance Superintendent and Capital Projects Manager**.

- The Township will be better served by not continuing to lease office space to the District Judge, for numerous reasons First, the District Judge's benefits far exceed the approximately $1,000 in monthly rent since the DJ doesn't pay for utilities or janitorial services and gets free utilization of the restrooms, lobby area and BOS meeting room — in fact, the District Judge likely uses the meeting room more often than the Township Second, safety issues for Township personnel could potentially exist from the increased traffic of sometimes 'dangerous' elements Finally, the Township could benefit from using the space as was originally intended when it was constructed.

Improvement Opportunities:

The recommendations presented in the body of this report are summarized as follows:

- **Eight positions can and should be eliminated at a cost savings of $488,000 annually.**

- **Contracting out vehicle maintenance and laboratory operations will yield approximately $31,500 annually — that is, Antrim Township should provide this service to other agencies as a revenue generator.**

- **Reducing the fleet by five vehicles will generate $17,500 in one-time revenues and yield annual savings of about $7,500 due to fewer vehicles insured, licensed, registered and maintained.**

- **Recommended vehicle reductions should result in significant slowing of new vehicle/equipment purchases — a net savings of approximately $50,000 annually.**

- **Annual costs associated with contracting for water plant operations and utility billing are likely approximately $48,000 per year.**

- **One time costs associated with new utility billing software, other software (permit, development review, road maintenance, etc.) as well as a new telephone system will likely cost about $60,000.**

- **Not leasing office space to the District Judge will cost the Township $12,000 annually.**

The table on the page following provides an overview of the related annual and one-time savings and costs.

Description	Annual Monies	One-time First Year Monies
Annual Savings due to Staff Reductions	$488,000	
Revenues Generated by Outsourcing Services	$31,500	
Annual Savings due to Reduce Fleet Costs	$7,500	
One-time Revenues Due to Fleet Reduction		$17,500
Annual Savings Due to Reduced Fleet Acquisitions	$50,000	
Annual Costs for Contracting for Services	($48,000)	
One-time Costs Associated with Technology Upgrades		($60,000)
Lost Annual Revenue Due to Stopped Leasing	($12,000)	
TOTAL	**$517,000**	**($42,500)**

Finally, the paragraphs below provide more detailed descriptions of the improvement opportunities and corresponding savings and costs — both on-going and one time.

ZONING

- Major zoning and development review operations should be handled by one position. Other related and ancillary duties should be handled by a second position that also supports other development and Township responsibilities. As a result, Zoning should be reduced by one position.

  The personnel cost (wages and benefits) — for the three current positions ranges between $41,000 and $65,000 annually — averaging about $56,000. As such, implementation of this recommendation will yield an estimated annual savings of $56,000.

MAINTENANCE

- The Road Department should reduce field staff — including the Assistant Roadmaster and operators/laborers — by one position, or from five down to four.

  The personnel cost (wages and benefits) — for the five current positions ranges between $53,000 and $68,000 annually — averaging about $60,000. Implementation of this recommendation will yield an estimated annual saving of $60,000.

- The Antrim Township should further explore vehicle maintenance contracting opportunities with the Greencastle Borough as well as other neighboring municipal agencies — that is, providing vehicle maintenance services to other agencies on a contract or fee-for-service basis

  Current maintenance costs range between $0 025 to $0 0625 per mile, based on existing age and mileage Utilizing $0.045 and 15,000 miles per year averages, Antrim Township could generate about $11,500 per year in vehicle maintenance revenues by providing services to Greencastle

- The Antrim Township should immediately contact the Greencastle Borough in order to provide the Borough with Laboratory Services on a contract, fee-for-service basis In addition, the Water Plant and one Pump Station operator should be eliminated and Antrim Township should evaluate contracting opportunities with Greencastle for water plant operations — that is, pay Greencastle for Water Plant operations and maintenance services

  The personnel cost — wages and benefits — for the five current positions ranges between $52,000 and $75,000 annually — averaging about $64,000 As such, implementation of this recommendation will yield an estimated annual savings of $128,000 in personnel costs

  Providing contracted laboratory services will generate approximately $20,000 annually Costs associated with outsourced water plant operations will likely cost the Township approximately $20,000

- The Antrim Township should consolidate Roads and Utilities into a unified operation managed by one Maintenance Superintendent That is of the current three positions — the Utilities Director, the Utilities Superintendent and the Roadmaster, — all three should be eliminated and a new Maintenance Superintendent position be created in their place

  The personnel costs — wages and benefits — for the three current positions ranges between $77,000 and $84,000 annually — averaging about $80,000. Implementation of this recommendation will yield an estimated annual savings of $160,000

VEHICLE UTILIZATION & SIZE OF INVENTORY

- The Antrim Township should sell and not replace two vehicles currently

assigned to Roads — perhaps the 1997 and 1999 trucks

Revenue generated from the sale of these two vehicles is likely about $13,000 Additional cost reductions due to no longer insuring, registering and providing on-going maintenance, are an estimated $3,000 annually.

- The Antrim Township should sell and not replace two vehicles currently assigned to Administration — perhaps the two pick-up trucks.

  Revenue generated from the sale of these two vehicles is likely about $3,000. Additional cost reductions due to no longer insuring, registering and providing on-going maintenance, are an estimated $3,000 annually.

- The Antrim Township should sell and not replace one pick-up currently assigned to Sewer Department

  Revenue generated from the sale of this vehicle is likely about $1,500. Additional cost reductions due to no longer insuring, registering, and providing on-going maintenance, are an estimated $1,500 annually.

- The Antrim Township should strongly consider and evaluate future operations with five or fewer dump trucks which incorporates outsourcing support snow plowing operations.

- The Antrim Township should further evaluate reducing its inventory, focusing on loaders, buckets and perhaps one roller

ADMINISTRATION & FINANCE

- The Antrim Township should immediately contact the Greencastle Borough to further explore a consolidated/combined utility billing function Annual costs would likely be approximately $28,000 per year.

  The personnel cost (wages and benefits) for an administrative position averages about $56,000. It is likely that Antrim Township would annually save at least half of the existing costs, or $28,000 per year

  Antrim's share of first year implementation costs (new software, licensing, training) will likely cost approximately $10,000.

- The Antrim Township should reduce the Administrative staffing by one position — one position can handle all aspects of Front Desk Reception, payable and budget support and the Secretary/Treasurer can do regular duties as well as assume payroll responsibilities

  The personnel costs (wages and benefits) for an administrative position averages about $56,000 Implementation of this recommendation would result in an annual savings of about $56,000.

EXECUTIVE MANAGEMENT

- Additionally, the Board of Supervisors should consider what skills, background and experiences it desires from the Township Manager. That is, as an example, perhaps the Township can and would be better served under a Manager with dual experience, expertise, and background This could be in the form of a Manager/Finance Director, Manager/Planning Director, Manager/Township Engineer or something similar This is an approach common in other nearby municipalities.

- **The Township needs to shift to an orientation and operational mode in which most (if not all) positions are cross-trained to handle and share responsibilities with at least one other employee** This approach and mind-set should be initiated at the top — the Township Manager — and flow down through the entire organization In this way, employees are better equipped to handle day-to-day responsibilities, are more rounded in their skill sets and expertise, the Township is better protected in that "not one person" knows everything, and the citizens and community are better served.

TECHNOLOGY & AUTOMATION

- Antrim should immediately upgrade or replace the existing telephone system to accommodate voice mail, extensions, and the like. Ideally, the Township phones can have an automated answering system with use of extensions and an easy ring down to a live person upon request. Additionally, the Township should begin evaluating various automated software packages for development and permitting, field maintenance (roads and utilities) and finance and accounting, and the like.

One-time or first year costs associated with the above recommendations is likely $50,000

BUILDING AND SPACE NEEDS

- The Township should immediately drop from consideration the development and construction of a new building Further, the Township should carefully evaluate the most advantageous outcome of the land acquired for the proposed new facility

- The Township should immediately notify the District Judge Office of its intention to cease leasing the two offices. The Township will stop receiving lease revenues totaling $12,000 per year.

* * * *

The main body of the report provides the analysis, findings and recommendations in detail

I. INTRODUCTION AND MANAGEMENT ANALYSIS OVERVIEW

The report which follows presents a comprehensive analysis and review of Antrim Township operations. The first sections of the report provide an overview of major project objectives and how the study was conducted; subsequent sections present our analysis, findings, conclusions and recommendations.

A. STUDY OBJECTIVES AND PROJECT METHODOLOGY.

The principal objectives of the Management, Operations, Staffing and Spacing Assessment are as follows:

- Evaluate existing Township activities in terms of processes and systems employed, relevant requirements and regulations, as well as internal and external factors influencing processes, operations, functions, outcomes and the like.

- Conduct an activity-by-activity assessment of the numerous and various services and activities provided by Township personnel. This includes an evaluation of staff utilization by position and function to determine if productivity and output are consistent with industry standards

- Analyze the management process employed relating to the above

It should be noted that these objectives are consistent with any performance or efficiency study and any type of management, organizational, operational, and feasibility analysis. That is, the objectives of the project are not focused on developing particular conclusions; rather, they fulfill a defensible strategy in conducting and achieving a comprehensive evaluation and analysis of operations.

To accomplish these study objectives, a broad variety of data collection and analytical tasks were completed, as follows:

- At the onset of the project, interviews were conducted with all five Supervisors and most Township staff members Interviews focused on developing an understanding of the workloads, position responsibilities, and overall characteristics of systems and processes employed during all Township processes.

- Concurrent with the above, numerous and diverse documents were reviewed and analyzed to enhance our understanding of Township activities, projects and workloads These include workload reports generated for this engagement as well as numerous other reports and documents detailing workloads, outputs and the like

- Detailed analyses of approaches, workloads and staff utilization were conducted based on a series of detailed methodologies which are described in more depth in the report which follows.

- Based on the analyses conducted, findings and recommendations were developed and are presented in this report.

B. STRUCTURE OF THE REPORT

In addressing the above issues, DHILLON MANAGEMENT SERVICES has prepared this analysis of the Antrim Township's operations, organization and management This Final Report has four major sections, as detailed below:

- **Section I** – describes the scope of this study, the methodologies utilized and the structure of the report.

- **Section II** – the principal body of this report provides a detailed quantitative analysis of the operations, activities and performance of the various service providers. Included in this section are numerous findings, conclusions and recommendations specific to the service area analyzed

II. EVALUATION OF TOWNSHIP MANAGEMENT, OPERATIONS AND STAFFING NEEDS.

This section of the report presents our analysis of the adequacy, effectiveness and efficiency of the existing organization

A. ZONING AND LAND USE PERMITTING OPERATIONS ARE CURRENTLY OVERSTAFFED BY MORE THAN TWO POSITIONS.

Zoning and Land Use operations are staffed with three positions, including the Zoning Administrator, Assistant Zoning Administrator and Public Works Inspector. Also, zoning operations are supported by the Administrative Secretary who receives land use permit applications as well as various plans

Unit and position functions and responsibilities include the following activities:

- Residential land use permitting, including driveways
- Commercial land use permitting
- Subdivision plans
- Driveway inspections
- Subdivision inspections
- In-home occupations
- Responding to complaints

It needs to be noted, though, that the function and **responsibility of the three positions are specifically to evaluate and determine how and whether a project is in compliance to the Township Ordinance in terms of zoning and the General Plan**

(1) Zoning and Land Development Workload and Activities.

Workload Information provided by the Zoning Official and staff is detailed in the paragraphs and tables following

- Residential Land Use Permit — **Exhibit I**, on the page following, shows residential land use permit activity, including driveway permits, over the last three years. Characteristics, findings and conclusions which can be drawn from the exhibit on the next page are as follows:

  - The Antrim Township issued 513 residential permits in 2007 (including driveway), down from 608 in 2006 — a 15% reduction in activity.

Exhibit I
Antrim Township Assessment

Residential Land Use Permit Activity

Permit Type	2005	2006	2007	% of Total
Addition	105	106	108	21.05%
Accessory	75	82	84	16.37%
Single Family	139	109	76	14.81%
Driveway	149	125	74	14.42%
Pool	27	34	32	6.24%
Enhancement	32	33	31	6.04%
Demo	16	12	23	4.48%
Signs	14	25	20	3.90%
Agricultural Building	17	8	18	3.51%
Grandfather Clause	11	13	11	2.14%
Utility	8	8	7	1.36%
Duplex	5	6	7	1.36%
Mobile Home	6	5	7	1.36%
Permit Renewal			6	1.17%
Industrial	5	6	4	0.78%
Temp. Const. Trailer	4	2	3	0.58%
Commercial	3	24	2	0.39%
Triplex		5		0.00%
Zoning	1	4		0.00%
Quad/townhouse		1		0.00%
Total	617	608	513	

- The reduction in land use permit activity in 2007 occurred primarily with a drop in Single Family and Driveway permitting

- Addition, Accessory, Single Family and Driveway permits represented about 66% of the total permit activity in 2007

• Commercial Land Development Permit — During the 12-month period May 1, 2007 to April 30, 2008, **fourteen Commercial Land Development Permit applications were received by the Township** Of these, six have been approved and eight are still pending **Exhibit II**, on the pages following, shows the activity Characteristics regarding these plans are as follows:

- It appears that three of the projects are for the Antrim Township, including one for the Community Park and two for Wastewater Treatment Plant

- Three of the plans are for additions to existing buildings

- One plan is for the expansion of the existing landfill

- Finally, one plan is for the expansion of an existing trailer park in the Township

• Major Subdivision Plan — During the same 12-month period May 1, 2007 to April 30, 2008, **six Major Subdivision Land Use Permit applications were received by the Township** Among these six, none have been approved and all are still pending **Exhibit III**, on the page following Exhibit II, shows the activity Given the existing economy, we do not know how many, if any, of these are consider active

• Subdivision Plan — During the 12-month period May 1, 2007 to April 30, 2008, twenty-six Subdivision Land Use Permit applications were received by the Township Characteristics and observations are as follows:

- Twenty-three of the twenty-six plans have been approved — all typically within one, two and three months of application

- As shown, most of the projects are one lot subdivision projects

Exhibit II (1)
Antrim Township Assessment

Commercial Land Development Activity

#	Plan Name	Date Submitted	Subdivision/ Land Development	Description	Date Approved
1	Todd Auto Body	7/6/07	LDP	Commercial Land Development for building addition with public sewer, onlot water, parking, driveways, removal of 2 dwellings, stormwater, etc.	11/6/07
2	I 81 Equipment Sales	8/10/07	LDP	Land Development plan for Heavy Construction Equipment Sales Facility with onlot water, onlot sewer, parking, stormwater, etc.	N/A
3	Antrim Township Community Park	8/15/07	LDP	Land Development of Phase 3, 4, & 5 of the 140+ acre of Community Park including parking areas, ballfields, grading, concession stand, trails, etc.	N/A
4	Grove US LLC	9/11/07	LDP	Industrial Land Development for addition onto building with public sewer, onlot water, parking, stormwater, etc.	11/13/07
5	Grove US LLC Final 2	11/8/07	LDP	Industrial Land Development for addition onto ATMA water treatment plant with public sewer, public water, stormwater, etc.	12/26/07
6	Grove US LLC Final 3	11/8/07	LDP	Industrial Land Development for addition onto building with public sewer, onlot water, stormwater, etc.	12/26/07
7	Mountain View Reclamation	11/20/07	LDP	An expension to the existing landfill to create more landfill areas for trash, facility has public sewer, onlot water, stormwater, etc.	N/A

Commercial Land Development Activity

#	Plan Name	Date Submitted	Subdivision/ Land Development	Description	Date Approved
8	Jerr-Dan	11/21/07	LDP	Industrial Land Development for addition onto building with public sewer, public water, stormwater, etc.	1/8/08
9	WCN Properties L.P	12/3/07	LDP	Land Development Plan for Industrial Warehouse with public water, public sewer, rail spur, upgrade to exiting roads, stormwater, etc.	N/A
10	Hollowell Brethren in Christ Church	12/28/07	LDP	Addition to Church which will more than double the size of church with onlot sewer, parking, onlot water, stormwater, etc.	N/A
11	Horst, Merle & Ethel	1/18/08	LDP	Subdivision / Land Development for Ag Farm supply store with warehouse with on lot water, onlot sewer, parking, stormwater, etc.	N/A
12	North Shore One, LLC	3/24/08	LDP	Land development plan to convert house into office building with parking lot, storm water, public water, public sewer, etc.	N/A
13	Castle Commons	4/10/08	LDP	Land development for multiple commercial office building with Public water, public sewer, stormwater controls, parking lot, etc.	N/A
14	Matrix Partners	4/21/08	LDP	Land development plan to expand trailer parking lots has public water, public sewer, upgrade stormwater controls, etc.	5/27/08

Exhibit III
Antrim Township Assessment

Major Subdivision Land Development Activity

#	Plan Name	Date Submitted	Subdivision/ Land Development	Description	Date Approved
1	Moss Spring Estates Phase IIB	5/17/07	SUB	90 – Unit Subdivision Plan for additional Villas in an approved PRD with additional conditions, and will have public water & sewer, roads, recreation, stormwater, etc.	N/A
2	Kingsbrook Meadows	8/2/07	SUB	14 – Lot Residential Conservation by Design Subdivision for Single Family Dwellings with onlot water, onlot sewer, roadways, conservation areas, preservation of natural features	N/A
3	Shadow Creek Meadows Phase VI	10/11/07	SUB	95 – Lot Residential Subdivision for Single Family Dwellings with public water, public sewer, stormwater, roads, etc.	N/A
4	Antrim Commons Business Park	12/6/07	SUB	Development 135+ acre industrial park with Roads, Public Sewer, Public Water, and upgrade to Interstate Interchange and other various Roads	N/A
5	Stone Bridge Farm	12/19/07	SUB	64 – Lot Residential Conservation by Design Subdivision for Single Family Dwellings with onlot sewer, onlot water, roads, stormwater, etc.	N/A
6	Paradise Estates Phase i	1/28/08	SUB	16 – Lot Residential Subdivision for Single Family Dwelling with public sewer, onlot water, stormwater, roads, this is first phase of multiphase development	N/A

Exhibit IV (1)
Antrim Township Assessment

Subdivision (Minor) Land Development Activity

#	Plan Name	Date Submitted	Subdivision/ Land Development	Description	Date Approved
1	Pentz Storage Sheds	5/7/07	SUB	Land Development for storage shed with onlot water, onlot sewer, parking, driveway, stormwater, etc.	5/27/08
2	Ray Palmer	5/8/07	SUB	1-lot residential subdivision with public sewer, onlot water, etc.	7/10/07
3	James and Dorothy Burkett	5/21/07	SUB	1-lot Subdivision with public sewer, onlot water, stormwater, etc.	7/10/07
4	Mary Martin lot 37	6/4/07	SUB	1-lot duplex subdivision with public water, public sewer, etc.	7/10/07
5	Mary Martin lot 79	6/4/07	SUB	1-lot duplex subdivision with public water, public sewer, etc.	7/10/07
6	K & Z Builders	6/5/07	SUB	1-lot duplex subdivision with onlot water, public sewer, etc.	8/14/07
7	Greens of Greencastle III	6/5/07	SUB	Residential subdivision and lot addition with public sewer, onlot water, etc.	8/14/07
8	Johnson Estate	6/6/07	SUB	Residential subdivision and lot addition with public sewer, onlot water, etc.	7/10/07

Exhibit IV (2)
Antrim Township Assessment

Subdivision (Minor) Land Development Activity

#	Plan Name	Date Submitted	Subdivision/ Land Development	Description	Date Approved
9	Olde Sycamore Estates	8/13/07	SUB	4-lot subdivision with onlot water, onlot sewer, etc.	9/11/07
10	J Lester Myers	8/16/07	SUB	3 lot residential subdivision with onlot water, onlot sewer, stormwater, etc.	1/8/08
11	Hollowell Brethren in Christ Church	9/4/07	SUB	2-lot residential subdivision with onlot sewer, onlot water, etc.	11/13/07
12	William Webster	9/7/07	SUB	1-lot residential subdivision with onlot water, onlot sewer, stormwater, etc.	2/12/08
13	Carl & Emma Poper	9/21/07	SUB	3-lot residential subdivision and lot additions with onlot water, onlot sewer, stormwater, etc.	12/11/07
14	Ralph Tracey	9/21/07	SUB	1-lot residential subdivision with onlot water, onlot sewer, stormwater, etc.	2/12/08
15	Tex & Betty Myers	10/5/07	SUB	4-lot Residential subdivisions and lot additions with public sewer, onlot water, etc.	12/11/07
16	Rife, Dennis K.	11/19/07	SUB	4 -- Lot Residential Subdivision for Single Family Dwellings with onlot water, onlot sewer, stormwater, etc.	N/A
17	Nelson Shank	11/21/07	SUB	Residential subdivision and lot addition with public sewer, onlot water, etc.	1/22/08

Exhibit IV (3)
Antrim Township Assessment

Subdivision (Minor) Land Development Activity

#	Plan Name	Date Submitted	Subdivision/ Land Development	Description	Date Approved
18	AG McClanahan Estate	12/27/07	SUB	1-lot commercial/Agricultural subdivision and lot addition with onlot water, onlot sewer, etc.	4/8/08
19	Kell, John & Woodring, Duane	1/9/08	SUB	3 – Lot Residential Subdivision for Single Family Dwellings with onlot water and onlot sewer, stormwater, etc.	N/A
20	Thomas & Pearl Statler	1/14/08	SUB	1-lot residential subdivision and lot additions with onlot water, onlot sewer, etc.	2/12/08
21	Davison Family Trust Lot 4	1/17/08	SUB	1 – Lot Residential Subdivision for Single Family Dwelling with on-lot sewer, onlot water, stormwater, etc.	N/A
22	Cook to Amend	1/17/08	SUB	1-lot residential subdivision and lot additions with onlot water, onlot sewer, etc.	2/12/08
23	Justin Hollingshead	1/18/08	SUB	1-lot residential subdivision and land development with onlot water, onlot sewer, stormwater, etc.	4/8/08
24	Vernon & Cornelia Widder	2/13/08	SUB	1-lot residential subdivision and lot additions with onlot water, public sewer, etc.	4/8/08
25	Christman to Lehman	4/1/08	SUB	Lot Addition from Christman to Lehman	5/27/08
26	Stuart & Deborah Pugh	4/10/08	SUB	1-lot Subdivision with onlot sewer, onlot water, stormwater, etc.	5/27/08

- Inspections — Zoning and land use staff conduct the following major inspection types, as follows:

  - Properties for compliance with subdivision regulations (building permit) When an application is submitted, staff ensures the project meets the township subdivision and land development regulations by conducting a site inspection — 233 properties

  - Final use & occupancy (building permit) — For those building projects that require a Building Permit (handled under contract), Antrim Township staff conducts the final use and occupancy inspection — 233 permits

  - Driveway inspection — Staff conducts an inspection upon application for a residential driveway — essentially confirming 10' setbacks from side lot lines and conducting a visual evaluation of sight distance/sight clearance. During 2007, there were 74 driveway permits.

  - Complaint inspections, typically neighborhood or property blight issues, are handled by Antrim staff During 2007, 56 complaints and inspections were handled

(2) Time Required to Handle Existing Workloads is Far Below Current Staffing Levels.

In the evaluation of staff utilization, effectiveness, and the like, there are two issues to consider:

- The amount of time and effort currently expended.

- The amount of time and effort ***appropriately*** expended That is, current work effort and corresponding time associated with projects may exist, but may not be necessary — perhaps there are redundancies or added tasks because capacity exists.

The analysis of activities and time expended incorporates a review of time currently expended as well as a critical evaluation of the appropriateness of time expended or approaches The paragraphs following provides the analysis

- Residential Land Use Permit — 513 permits, of which, addition, accessory, single family and driveway permits represented about 66% of the total permit activity in 2007 Again, the reviews conducted by staff are to ensure basic compliance to the Township ordinance with regard to

zoning and regulations — that is, the plans are checked to evaluate whether the new structure is too close to a property line and whether there is an easement (sewer, water, stormwater, drainage, etc.) that is in the way

Currently, according to staff, these land permits are generally reviewed in about a week or so. The Township has 15 days, according to the MPC; however, experience has been about ten days when things were a little busy (2006 and part of 2007) and now more or less a week. Plans are generally reviewed on Fridays and/or Mondays

The vast majority of these reviews — virtually all of them — can and should be conducted 'over-the-counter' and within 10 to 15 minutes. Indeed, staff recognizes the plans are "pretty quick to review" and that "**on very rare occasions** something is being proposed that doesn't meet our ordinances and we need to get with the applicant and make adjustments." Also, problems that do exist are typically not enough information on the permit to ascertain the project purpose and expectation or critical information is required by the tax office. In these cases, an application should not be accepted. However, the following is the existing approach:

- Permit applications are accepted at the front desk — most often by the Administrative Clerk — which includes application review, data entry, receiving money, and the like. Time expended by the Finance Secretary is estimated at 10 to 15 minutes per application

- Following submittal, the application is held until the next review cycle, typically within a week or so

- The next step is for the Public Works Inspector to conduct a preliminary review of the applications. **We do not know what constitutes a preliminary review, what responsibilities are involved, nor the time expended**. There are likely redundancies between this review and initial application submittal

- Following the preliminary review is the actual review — again, zoning, easements, etc. — is conducted. In this final step, there are, again, likely redundancies in work steps.

As described, three persons are involved in a process in which only one person need be involved. Also, given the number of steps and individuals involved — and redundancies — it is likely that each application consumes between 45 minutes to 1 hour

However, a streamlined and improved process, which would involve only

one staff person and an over-the-counter review, should take 25 minutes at the most (it should take 15 minutes in most cases) As such, the total time required to handle these permits, is **214 hours** (513 permits at 25 minutes each)

> **By way of comparison, Guilford Township handled and processed 296 land use permits in 2007 and 334 in 2006. Of these, for 2007, 37 were single family dwellings and 56 were duplexes and larger; for 2006, 66 were SFD's and 107 were other occupancies. All applications were handled over-the-counter and the Township position tasked with this responsibility — the Chairman of the Board of Supervisors — estimates that each application is processed in about 5 minutes. As such, our 25 minutes estimate for the applications in Antrim can be considered quite generous**

- Commercial Land Development and Major Subdivision Permit — In 2007, there were 20 of these projects — 14 designated as Commercial and 6 Major Residential **The tasks and responsibilities of the three staff members are not entirely clear to the consultant, but, it is assumed that workloads include zoning and regulation review as well as facilitation and coordination between among Antrim Township, Planning Commission, Review Engineer and applicant** Time expended per application is very generously estimated at 12 hours each — three hours for application review and nine hours for facilitation and coordination — or **240 hours** total

- Subdivision (Minor) Plan — These 26 plans are much less complex with much quicker turn-around times for approval Time expended per application is very generously estimated at 7 hours each — two hours for application review and five hours for facilitation and coordination — or 182 **hours** total

- Inspections — According to data provided and presented in this report there were 596 inspections conducted in 2007, as follows:

  - 233 properties for compliance with subdivision regulations (pre-building plan check, review and inspection)

  - 233 final use and occupancy (post Building Permit)

  - 74 driveway use permits

  - 56 complaint inspections

Our analysis of time required to conduct these various inspections is as follows:

- DHILLON MANAGEMENT SERVICES does not understand the purpose and value of the 'compliance with subdivision regulations' inspections It appears that the field inspection is simply validating and confirming what is checked at the time of the residential land use permit application (for those in which an inspection is included or required) Does the State of Pennsylvania mandate this approach? In either case, inspections are conducted, again, to ensure zoning regulations are complied with As such, the actual on-site time averages five minutes (perhaps ranges from a low of two minutes up to 10 minutes) and up to 20 minutes travel time each way Therefore, we generously estimate 45 minutes of time per each inspection — **175 hours**

  Are there other agencies that conduct these types of inspections? The Township of Guilford does not and DHILLON MANAGEMENT SERVICES suspects that most agencies in Franklin County also do not.

- Somewhat similar to the above, we do not understand the purpose of the Final Use and Occupancy inspections conducted by in-house staff, for two reasons:

  A similar task is already handled by the contacted organization that has conducted on-going inspections throughout the course of the project and through construction and completion A final occupancy inspection is handled by the firm; however, the final occupancy permit is for the structure only and not the outlying grounds According to Antrim staff, the second Final Use and Occupancy inspection handled in-house deals with those issues outside the building (six inches away from the structure), including drainage, slope, erosion, access, and the like **A very key issue is that while Antrim staff conducts these Final Use inspections, none of the three positions is trained or qualified to make determinations regarding issues related to slope, drainage, and the like**

  Pennsylvania law does not mandate that the Final Use and Occupancy inspection be conducted by in-house staff — and DHILLON MANAGEMENT SERVICES is not sure that the law even exists **DHILLON MANAGEMENT SERVICES is not aware of another agency in Franklin County that**

conducts a similar service; we do know that Guilford Township <u>does not</u> conduct an in-house Final Occupancy Inspection nor does it require the contract Building Inspector/Plan Reviewer to provide the extra inspection. The service simply does not exist.

Given that Antrim staff are not qualified to conduct the inspections and make determinations, the Township should evaluate alternatives — including whether the inspections need to occur in the first place If the Township decides it values the inspection or it is required, it should consider that the contract building inspectors have been familiar with the project literally from the ground up and have been on-site numerous times By contrast, Antrim staff may have inspected the site prior to construction and only again after construction. Certainly, these contract services providers could be one resource for the Township to utilize

It is likely that under current operations and approaches, the time expended by Antrim staff is approximately 175 hours (233 inspections times 45 minutes per inspection). However, given the issues noted above, DHILLON MANAGEMENT SERVICES believes that this a function that should not be handled in-house and should be outsourced — actually, homeowners and builders currently conduct business directly with the contract provider for building plan check and inspection without any fees passing through the Township; as such, this service could just be an add-on between the homeowner/builder and service provider without any disturbance to the Township Given the above, **0 hours** are attributed to this service

- There is no valid purpose for conducting field inspections for driveway permits First, Antrim is in the process of changing the 10' setback from side lot line requirement to 12 inches, effectively eliminating any "tape measure" issues Second, if an application/plan is in compliance with current zoning, then a field inspection is redundant and unnecessary and the sight clearance evaluation is inappropriate Indeed, Guilford Township **does not** conduct an inspection for sight clearance Interestingly, Guilford Township requires that the apron of the driveway be asphalt or concrete in order to minimize stone or shale spilling into the roadway; however, staff assumes and relies on compliance without conducting inspections Given the above, **0 hours** are attributed to this service

- Complaint inspections can vary broadly in type as well as time expended — including initial inspection, contact with property owners, follow-up inspections, letters, door hangers, enforcement, etc Indeed, time expended could be as little as 25 minutes (including travel time) up to 4 hours DHILLON MANAGEMENT SERVICES estimates a 2 0 hour average per complaint — **112 hours**

Based on the above analysis, the total hours required to handle existing workloads and development activities ranges between a low of 748 hours up to 923 hours Adding a 25% contingency for unaccounted for workloads increases the time required to **935 hours** up to **1,153 hours** — well within the available/productive hours of one employee (1,664 hours) Increasing the contingency rate to 50% yields a range of 1,122 hours up to **1,385 hours — again, within the productive rate of a single employee**

DHILLON MANAGEMENT SERVICES finds that the above workloads, tasks and responsibilities associated with zoning and development can and should be handled by one position. This contrasts with the current staffing level of about 3 3 positions, including the Zoning Administrator, Assistant Zoning Administrator, Public Works Inspector and approximately one-third of the Administrative Clerk

However, DHILLON MANAGEMENT SERVICES recognizes numerous other tasks currently handled by Zoning staff not included in the above analyses, including pre-treatment program implementation and ordinance enforcement, Park and Recreation Commission liaison, Planning Commission meeting attendance and reporting, comprehensive plan coordination, stormwater ordinance, and the like. While the time required to adequately and appropriately handle and participate in the above tasks is not known, there are enough activities to warrant consideration for a second staff member. For example, the Township is currently somewhere in the process of completing construction on the 140+ acre Community Park, which will include ballfields, graded and landscaped areas, trails, programmed events, trails, and the like As such, there will likely be increased activity between the Parks and Recreation Commission and the staff liaison

Given the above, DHILLON MANAGEMENT SERVICES believes retaining a second position to handle other ancillary duties is appropriate

RECOMMENDATION: **Major zoning and development review operations should be handled by one position. Other related and ancillary duties should be handled by a second position that also supports other development and Township responsibilities** As a

result, Zoning should be staffed with two positions and, therefore, should eliminate one position.

This staffing model — two positions providing and handling zoning, land use permitting and development application processing — emulates the current experience in Guilford Township. Indeed, Guilford Township staffs a full-time Zoning Administrator and the Chairman of the Board of Supervisors is the lead position handling and processing land use permits and coordinating and facilitating development review.

The personnel cost (wages and benefits) for the three current positions ranges between $41,000 and $65,000 annually — averaging about $56,000 **As such, implementation of this recommendation will yield an estimated annual savings of $56,000.**

B. ROAD MAINTENANCE OPERATIONS APPEAR TO BE OVERSTAFFED AND UNDERUTILIZED.

Road maintenance is currently staffed with seven positions, including the Roadmaster, an Assistant Roadmaster, four Equipment Operators/Laborers and the Mechanic

The Roadmaster directs the day-to-day activities of all crew members Typical day-to-day operations are that as staff arrives at 7:00 AM, the Roadmaster provides direction and instructions for that day's maintenance activities The Assistant Roadmaster is responsible for ensuring that the Roadmaster's directions are carried out — this position functions as a field lead worker/crew leader in that the position more or less fully participates in all field and crew maintenance activities. The mechanic position is essentially dedicated to maintaining rolling stock and equipment (perhaps this position participates in the field on snow days) Analysis of the mechanic and equipment utilization is in a separate section of this report

Specific shortcomings, weaknesses and issues with the current Road Maintenance operations and approaches are as follows.

- No real short- or long-term maintenance plan exists with regards to streets and other infrastructure This is true for both major capital improvement projects (contract work) as well as day-to-day, week-to-week and month-to-month in-house maintenance activities No schedule or plan of work to be accomplished during the year, over the next six months, next month, next week, or tomorrow is utilized

- Concurrent with and resulting from the above, in-house maintenance assignments are somewhat less focused, reactive, disorganized and inefficient. That is, since maintenance activities are not known and planned for the week and following days, the maintenance operations loses the opportunity to prepare or have ready vehicles, equipment supplies, commodities and the like in anticipation of maintenance activities For example, as the crew ends the day and returns to the Township Hall and maintenance facility, efficiencies are not realized in terms of preparing vehicles, loading trucks with equipment and supplies, etc , for the next day's work Instead, those decisions and activities are conducted on the following morning.

  Indeed, descriptions of work activities illustrate a reactive, non-efficient and complacent approach to operations For the vast majority of work days, **Road staff arrive at the maintenance building at 7:00 AM with no knowledge of that day's work. Staff 'hang out' in the garage/equipment area while the Roadmaster and Assistant Roadmaster confer regarding that day's activities. Due to decision lag time, communication difficulties and corresponding time required to prepare equipment, load trucks, and the like, staff often do not leave the maintenance facility before 8 AM — one full hour after arriving for work.**

- Maintenance activities are not really tracked or reported in any usable manner As such, there is no measure of output, no accountability, and not ability to plan activities based on what has been accomplished The reporting that does exist is extremely rudimentary and of little value — **really it is more like a journal than reporting system** The paragraphs which follow provide a sample of actual maintenance reports

  - **05-09-07-** Dave off today. Third grade tours. Hot mix patching on McDowell Rd and Hollowell Church Rd Check twp roads and parks Talk to third graders Cut brush at intersection of Strite/Clayhill Rds From complaint. Work on maintenance records Pick up shop aprons at Universal Securelift, they were repaired Work on poly-patch map

- **05-17-07-** Work on equipment. Hot mix patching on McClanahan Rd. and Phillippy Rd. Check twp. roads and parks. Pick up a piece of metal from intersection of Pensinger Rd /S R.11 from school bus complaint. Get tools for Lee Stoops to work at A.T.C.P. and put in maintenance room. Meeting with Ben, Charlie and Joe McDowell about shared use trail. Set up twp. meeting signs on barricade at special events center. Set up special events center for meeting tonight. Work on sign order for Shadow Creek IV. Order stones for road maintenance

- **11-30-07-** Bob off today. Work on maintenance records and equipment. Willy go over operation of backhoe and loader with Paul Minnich. Install snow plows all on trucks. Lock up E.B.P. for the winter. Install road name signs and post at Guitner/Kauffman Rds. Install flex marker post on Lindale Ave. Check and clean all three parks and M.M.B. Check twp. roads. Work on work sheet for Shady Grove drain tile work also met with Joe McDowell about it. Work on road department evaluations

- **12-13-07-** Bobby off 3 hrs. left at noon. All road crew and Tom G. cinder as needed all twp. roads. Work on equipment and #25 inspected. Mix salt and cinders and stock pile salt being hauled. Check all twp. roads and drain off water puddles. Check twp. roads. Review crew cab specs. Work on vehicle justification to drive to and from work from home. Staff meeting.

- **12-18-07-** Willy off today. Work on equipment. Wash all trucks. Finish clean tile inlet on W. Weaver Rd. Stake up fallen tree behind twp. building. Pick up trash from McDowell Rd. Check twp. roads. Review plans. Called out at 1730 hrs. by Franklin Co. for ice on Shinham Rd.

- **01-14-08-** Bobby called in sick today. Work on equipment. Check and clean inlet boxes on various twp. roads. Check twp. roads. Review plans. Work on crew specs. Get safety meeting info together. Called Pa Percs to report to call out from last Saturday at Grindstone Hill Rd./S R. 16 signal problem.

- **02-15-08-** Paul and Willy are off today. Work on equipment. Wash trucks. Plow Recycle Ctr. and A.T.C.P. Clean out tile inlet at McDowell/Leitersburg Rd. Pick up separated concrete tile section on Grant Shook Rd.

- **03-13-08-** Work on equipment. Sweep intersections. Check twp. roads. Review plans. Layout area for storage container. Pick up

fallen signs: Conococheague Creek/S R.16 and Enoch Brown Rd road name sign. Pick up new flags at Rock's office and replace American flag at A.T.C.P. Get price information on sign posts.

- **04-09-08**- Work on equipment. Sweep developments Work on Strite Rd. fill in areas to be widened with fill dirt. Check twp. roads and parks. Review plans Driveway inspection at Red Oak Estates Take #39 to decal place then picked up later in the day Staff meeting

Given all of the above issues, it is extremely difficult to accurately analyze maintenance crew output, productivity, effectiveness, experience, and the like As such, our approach to better understand, document and quantify maintenance activities is to detail materials and commodities purchased and how utilized **Exhibit V**, on the pages following, presents maintenance detail as to commodity purchases in 2006 and how utilized on a daily basis.

Characteristics, findings and conclusions which can be drawn from the exhibit are as follows:

- **The maintenance crew performs somewhat limited services for the Township —primarily repair, removal and replacement of asphalt on a somewhat small scale**

- The amount of commodity and supplies estimated to be utilized in a day or by a crew DOES NOT represent what should be accomplished in a shift and/or by a crew of four or five maintenance workers; rather, it simply shows what is currently estimated by the Roadmaster to be used. That is, daily output may be lower than ***WHAT COULD*** be accomplished; however, the output is projected based on the estimated or actual commodity usage on a daily basis.

- Based on the analytical approach presented in the exhibit, staff has accounted for **93.0 shifts per year, or 37.5% of the total number of available shifts** (260 total shifts less 12 holidays = 248 available annual shifts). Adding a 25% contingency for unaccounted time and responsibilities increases the number to **116.3 annual shifts, or about 47% of the annual total.**

- **However, DHILLON MANAGEMENT SERVICES suspects that the added 25% contingency further inflates what is an already inflated number**. Indeed, the varying daily load sizes (e.g., eight to twenty tons; two to six tons; ten to twenty tons; two to ten tons) demonstrates an inconsistent, arbitrary and disproportionate rate of output and productivity **Why would output be eight tons one day and twenty on another?**

Exhibit V (1)
Antrim Township Assessment

Road Maintenance Crew Activity for 2006

Item	Amount Purchased	Utilization	Daily/Unit Operation
Hot Mix Patch	93 patches	Starting in the spring and throughout the year, all roads are inspected for soft spots, pot holes, etc. Spots and areas are cut out and a permanent repair is made (using 25mm and or 9.5mm mix (below)). Road Maintenance Crew filled 93 pot holes.	Not sure how services are provided on a daily basis — that is, are crews dedicated to patches on a shift or crew or are they handled on an as-needed basis when identified. Workload and industry standards indicate a two-person crew at two hours per major patch — will use 1.5 hour average, or 279 hours. Estimate **17 full shifts.**
25 mm base mix 9.5 mm top mix	281.25 tons 37.85 tons	These two mixes are used for the permanent repairs. Repairs are about 4" deep and range from 4 square feet to 250 square feet. On a typical day in which the Road Maintenance Crew is conducting this type of work, an estimated eight to twenty tons of mix would be utilized. Crew size is between four and six persons, however, typically between four and five.	If anywhere from eight to twenty tons are typically utilized on per shift basis and 319.1 tons of mix was purchased (281.25 base mix and 37.85 top mix) then **21.2 full shifts** were expended (based on an overall average of 15 tons of mix per shift).
Cold mix	49.70 tons	This is used for temporary repairs and some permanent repairs. On a typical day in which the Road Maintenance Crew is doing this type of work, anywhere from two to six tons of mix is utilized.	At two to six tons per shift and 4.5 tons as an average, then 11 shifts were expended on this activity. Assume five shifts with two crew members and six shifts with four crew members — **8.5 full shifts**.

Exhibit V (2)
Antrim Township Assessment

Road Maintenance Crew Activity for 2006

Item	Amount Purchased	Utilization	Daily/Unit Operation
Road salt Anti-skid	534.63 tons no Anti-skid purchased in 2006 — used 2005 leftover	These two items are for snow and ice conditions. 106 miles of roads.	Approximately 10-12 snow days per year over the last two or three years. Use **12 full shifts.**
2A stones	341.96 tons	This material has two main uses: 1) It is used in patch repairs and any road reconstruction that might be occurring. That is, the 2A stone separates the sub-grade (virgin ground or clay) from the pavement material. It is also use it to cover and level any slate material being used and as a backing material for road shoulders and to widen any roads. 2A stones compacts tight and is stable. For example, 310 tons were used at the Community Park on the perimeter trail and parking lots.	Estimated ten to twenty tons used per shift and crew when utilized. At 342 tons purchased and an estimated 15 tons per use, then **22.8 full shifts** are expended utilizing this material.
R4 rip-rap 6" – 12" #4 ballast 4"	43.06 tons 59.79 tons	These items are used for any washout repairs that might exist and/or drain tile inlet/outlet stabilization. On a typical day we could use anywhere from two to ten tons of this material. Two to five crewmembers could be used with this application. Equipment used: one dump truck or one- one ton dump truck, one backhoe or one loader, one crew cab.	Estimated two to ten tons of material utilization per shift and two to five crew members working. At 102.85 tons and average seven tons per utilization, 14.7 shifts. Estimate seven shifts at two persons and eight shifts at five persons — **11.5 full shifts.**

Exhibit V (3)
Antrim Township Assessment

Road Maintenance Crew Activity for 2006

Item	Amount	Utilization	Unit Operation
Type A micro-surface	990.1 tons	This is a road surface treatment. Whole road from edge to edge and end to end. Double layer.	Contract service provider handles work.
Poly patch	8,000 lbs.	This is a patch treatment that is used on areas that are treatable without digging out. Patches range from around 4 square feet to 150 square feet.	Contract service provider handles work.
Seal Coating	300 tons	This is a road surface treatment. Usually the whole road is done from edge to edge and end-to-end. Single layer.	Contract service provider handles work.
		Subtotal In-House Shifts	**93.0 Full Shifts**
		Add 25% contingency for unaccounted time.	23.3 Full Shifts
		TOTAL	**116.3 Full Shifts**

What other workloads are accomplished during shifts with low output (in terms of material used)? During those periods in which two, eight or ten tons of commodity are loaded rather than ten or twenty, does the crew experience downtime and low output?

- Given the above, **DHILLON MANAGEMENT SERVICES believes the 25% contingency is too generous and utilization likely ranges between 30% and 40%.**

- Commensurate with all of the above, DHILLON MANAGEMENT SERVICES believes that there is a particular culture which exists, and has existed for many years, within the Road Maintenance operation that shapes and influences day-to-day operations This culture, which may be quite normal and acceptable to staff, imposes certain standards, work ethics and approaches on all positions, from the Roadmaster down to the Laborers

A **major issue** is that there is **really no way to determine how the Road Maintenance operation should be staffed**, given all the findings detailed above **— particularly the fact that there is no measurable or consistent reporting of output. This is due in part to the fact that nobody knows what should be accomplished on an annual basis given the lack of a comprehensive maintenance plan. Indeed, current operations and workload levels appear to simply follow the previous years' output and approaches.** That is, the Roadmaster's purchasing approaches seem to follow and mirror what was accomplished the previous year. As such, we submit the following:

- If the Township is interested in accomplishing the same level of output, DHILLON MANAGEMENT SERVICES would recommend reducing the crew size from five (Asst Roadmaster and four operators/laborers) down to three operators

- Alternatively, the Township *might* be well served maintaining the current number of field personnel — five positions (the Assistant Roadmaster and four laborers/operators) — and increasing the output of road work conducted.

- Concurrent with the above, DHILLON MANAGEMENT SERVICES believes capacity exists for in-house staff to handle services currently handled under contract, including, potentially poly patching and micro surfacing

RECOMMENDATION: **The Road Department should reduce field staff — including the Assistant Roadmaster and operators/laborers — by one position, or from five positions down to four. The recommended staffing approach mirrors the current level in Guilford Township, which staffs the Foreman and three Equipment Operators/Laborers.**

Also, the Greencastle Borough currently staffs three Road Maintenance positions — certainly collaboration opportunities may exist.

The personnel cost (wages and benefits) for the five current positions ranges between $53,000 and $68,000 annually — averaging about $60,000. Implementation of this recommendation will yield an estimated annual savings of $60,000.

C. THE TOWNSHIP OWNS TOO MANY VEHICLES AND THE CURRENT INVENTORY IS UNDER-UTILIZED.

The Township currently owns 39 vehicles, equipment and rolling stock assigned to Roads, Utilities (Sewer & Water) and Administration. **Exhibit VI**, on the page following, lists the inventory. Characteristics and observations are as follows:

- There are actually 40 vehicles listed — Vehicle 3a is listed but regarded as soon to be sold and out of inventory.
- Twelve of the vehicles are dated 2004 or later (31% of the inventory).
- Among the 39 (40) vehicles and equipment are the following:
  - Fourteen sedans, SUV's, light and full-size trucks
  - Fifteen pieces of non-vehicular equipment — including, back hoe tractor, loader, grader, roller, etc.
  - Four trailers — i.e., generator, speed, etc.
  - Six (seven) dump trucks
- Fourteen passenger vehicles (sedans, SUV's, light and full-size trucks) seems **excessive** given the size of the Township. **Exhibit VII**, on the page following Exhibit VI, details these fourteen vehicles. Characteristics of this fleet type are as follows:

Exhibit VI
Antrim Township Assessment

Vehicle and Equipment Inventory

No.	Year	Type	Dept	Miles	Hours
1	2001	Ford F-350, Pick-up	Road	88,650	
2	1997	International Dump Truck	Road	39,681	
3	1987	International Dump Truck	Sewer	60,040	
3a	1998	Mack Tri-axle Dump Truck	Sewer	467,509	
4	2005	Radar Speed Display & Trailer	Road	n/a	
5	2004	International Dump Truck	Road	21,363	
6	1998	5410 John Deere Tractor w/mower	Road		2,393
7	2001	873 Bobcat Turbo Skid Loader	Road		788
8	2000	672CH John Deere Grader	Road		1,099
9	2001	644H John Deere Loader	Road		2,565
10	1996	DD65 Ingersoll Rand Roller	Road		692
11	2006	3420 John Deere Tele-handler	Sewer		150
12	2000	International Dump Truck Tandem	Road	37,917	
13	1988	Interstate Trailer 12 Ton	Road	n/a	
14	2002	Bomag BW5AS Roller	Road		320
15	1985	Ingersoll Rand Air Compressor	Road		577
16	2007	410E John Deere Back-hoe	Road		230
17	1999	Ford F350 1 Ton	Road	58,968	
18	2001	International Dump Truck Tandem	Road	34,682	
19	1997	Chevrolet 3500 Crew Cab	Road	118,413	
20	1998	Chevrolet 2500 Pick-up	Sewer	151,476	
21	2006	Ford F-350	Sewer	26,410	
22	1989	Ford Ranger XLT Pick-up	Admin	80,662	
23	1991	Chevrolet 2500 Pick-up	Admin	179,966	
24	1998	Ford Explorer	Admin	52,844	
25	2004	Ford F-550	Road	18,000	
26	1994	Tar Cooker	Road	n/a	
27	2007	6430 John Deere Tractor & Attach.	Road		268
28	2007	International Dump Truck	Road	3,447	
29	2007	Bri-Mar Trailer	Rd/Swr	n/a	
30	1994	Sewer Cleaner	Sewer		1,000
31	1998	JD Gator	Sewer	n/a	
32	1978	7-12D Athey Belt Loader	Road		624
33	2007	Ford Ranger	Water	7,157	
34	2005	Ford Taurus	Admin	9,991	
35	2000	Ford F350 Pick-up 4x4	Sewer	97,524	
36	2002	Ford F-550	Road	30,566	
37		Arrow Board Trafcon	Road		2,014
38		50 KW Generator Trailer	Sewer	n/a	
39	2005	Ford Explorer	Admin	13,481	

Exhibit VII
Antrim Township Assessment

Current Inventory of Sedans, SUV's, Light and Full-Size Trucks

	No.	Year	Type	Dept	Miles	Comments
1	1	2001	Ford F-350, Pick-up	Road	88,650	Assigned to Roadmaster. Used for emergency response such as flooding, trees down on road, assist fire and police departments in any way if requested, sign repair, road inspections etc. Used by employees for snow removal.
2	17	1999	Ford F350 1 Ton	Road	58,968	Used by anyone to haul stones, dirt, mulch and cold mix patching material etc... Assigned to Laborer/CDL Driver for snow removal.
3	19	1997	Chevrolet 3500 Crew Cab	Road	118,413	Not assigned. Used to haul road crew, tools etc... We have a fuel tank mounted in the bed to fill up equipment on the job site. Also used for emergency response such as flooding, trees down on road, assist fire dept. in any way if requested, sign repair, road inspections etc.
4	20	1998	Chevrolet 2500 Pick-up	Sewer	151,476	
5	21	2006	Ford F-350	Sewer	26,410	
6	22	1989	Ford Ranger XLT Pick-up	Admin	80,662	
7	23	1991	Chevrolet 2500 Pick-up	Admin	179,966	
8	24	1998	Ford Explorer	Admin	52,844	
9	25	2004	Ford F-550	Road	18,000	Used by anyone to haul stones, dirt, mulch and cold mix patching material etc... Assigned to Laborer/CDL Driver for snow removal.
10	33	2007	Ford Ranger	Water	7,157	
11	34	2005	Ford Taurus	Admin	9,991	
12	35	2000	Ford F350 Pick-up 4x4	Sewer	97,524	
13	36	2002	Ford F-550	Road	30,566	Used by anyone to haul stones, dirt, mulch and cold mix patching material etc. Assigned to Laborer/CDL Driver for snow removal.
14	39	2005	Ford Explorer	Admin	13,481	

- Five vehicles are assigned to Roads, five to Administration, three to Sewer and one to Water

- One of the five Roads vehicles is assigned to the Roadmaster, but is also used by other employees

- Four of the Roads vehicles are unassigned and three have essentially the same use — namely, hauling stones, dirt, mulch and cold mix patching material The fourth vehicle is equipped with a fuel tank to in order to refuel other equipment at job sites **Quite frankly, DHILLON MANAGEMENT SERVICES cannot understand what Roads needs with four pool vehicles** On any given day, the maximum number of field personnel from Roads is five — one Assistant Roadmaster and four operator/laborers Does each operator/laborer need a personal vehicle? Don't each of these trucks seat a minimum of four passengers? The four vehicles in question include the following:

  1999 Ford F-350 1 Ton — 58,968 miles
  1997 Chevrolet 3500 Crew Cab — 118,413 miles
  2004 Ford F-550 — 18,000 miles
  2002 Ford F-550 — 30,566 miles

  At a minimum, the Roads Department can and should operate with two fewer passenger trucks — particularly given the staffing issues described in the previous section

RECOMMENDATION: **The Antrim Township should sell and not replace two vehicles — perhaps the 1997 and 1999 trucks**

<u>Revenue generated from the sale of these two vehicles is likely about $13,000</u>. Additional annual cost reductions due to no longer insuring, registering and providing on-going maintenance are an estimated <u>$3,000 annually</u> ($1,500 per vehicle).

- The five vehicles assigned to Administration include two pick-ups, two Ford Explorers and one sedan At current staffing levels, five vehicles is also excessive given the fact that there only eight full-time positions within Administration Specific issues are as follows:

- Four of these positions are in administration and three could be considered largely clerical. The Secretary/Treasurer likely travels to and from the bank on a regular basis, but the vehicles would be utilized much less frequently by the other three positions.

- Although the three positions in Zoning are likely in the field on a routine and alternating basis, each of the three positions would not and should not require a waiting or available vehicle for day-to-day operations

It certainly makes sense for the Sedan to be available to the Township Manager and perhaps two additional vehicles (one for Administrative staff and one for Zoning). However, **two other vehicles should be eliminated from the inventory** — particularly given the staffing and utilization issues identified in this report with regard to Zoning.

RECOMMENDATION: **The Antrim Township should sell and not replace two vehicles currently assigned to Administration — perhaps the two pick-up trucks.**

Revenue generated from the sale of these two vehicles is likely about $3,000. Additional annual cost reductions due to no longer insuring, registering and providing on-going maintenance are an estimated $3,000 annually ($1,500 per vehicle).

- The number of passenger vehicles assigned to Sewer and Water seems appropriate given current staffing and approaches However, DHILLLON MANAGEMENT SERVICES recommends further staff reductions in a subsequent section of this report As such, it is likely that the Township can further reduce the inventory by an additional vehicle — perhaps the 1988 pick-up

RECOMMENDATION: **The Antrim Township should sell and not replace one pick-up currently assigned to the Sewer Department.**

Revenue generated from the sale of this vehicle is likely about $1,500. Additional annual cost reductions due to no longer insuring, registering and providing on-going

maintenance are an estimated <u>$1,500 annually.</u>

- The Township owns seven dump trucks, including one that is identified and targeted for sale. Of the remaining six, five are assigned to Roads and one to the Sewer Department. Details of the existing dump trucks are shown below:

Year	Type	Dept	Miles
1997	International Dump Truck	Road	39,681
1987	International Dump Truck	Sewer	60,040
2004	International Dump Truck	Road	21,363
2007	International Dump Truck	Road	3,447
2000	International Dump Truck Tandem	Road	37,917
2001	International Dump Truck Tandem	Road	34,682
1998	Mack Tri-axle Dump Truck	Sewer	467,509

Again, DHILLON MANAGEMENT SERIVCES questions the wisdom behind the size of the current inventory. It appears that the primary justification behind the number of trucks is for snow plowing and not road maintenance operations. Clearly, three or four trucks would be adequate for just road maintenance operations given staff size and current output and operations. Also, the Road Department's five main dump trucks are quite modern based on age and utilization — five trucks average 27,418 street miles. While we appreciate the need for snow plowing, the following observations are submitted:

- It is likely that most (all?) public agencies in Franklin County also conduct in-house snow plowing services with existing staff — including Greencastle Borough and the Townships of Greene, Guilford, Hamilton and Washington. There certainly must be opportunities for Antrim to provide snow plowing services with four or five trucks while relying on the capacity of existing agencies for support, secondary and back-up services **Indeed, Pennsylvania DOT outsources with private firms for snow plowing services** on a regular basis.

- Commensurate with the above, there are likely numerous private providers (construction firms, maintenance service providers, etc) in the area that also have existing capacity for snow plowing services. Indeed, it is likely that many firms rely on providing snow plowing services during slower or non-construction months

- Finally, as noted above, the current inventory of dump trucks is somewhat modern. Why has the Township cycled out seasoned equipment and invested heavily in modern trucks at considerable costs?

DHILLON MANAGEMENT SERVICES believes that four Dump Trucks are more than adequate given the size of the Road Department and current output. However, we also recognize that the Township has invested heavily into the current equipment and may in fact take a considerable financial loss in reducing existing inventory. Regardless, Township should further evaluate existing opportunities in outsourcing back-up and support services.

RECOMMENDATION: **The Antrim Township should strongly consider and evaluate future operations with five or fewer dump trucks which incorporates outsourcing support snow plowing operations.**

- The Township owns fifteen pieces of major equipment — tractors, loaders, grinders, rollers, etc. — as shown on below.

Year	Type	Dept	Hours
2006	3420 John Deere Tele-handler	Sewer	150
2007	410E John Deere Back-hoe	Road	230
1998	5410 John Deere Tractor w/mower	Road	2,393
2007	6430 John Deere Tractor & Attach	Road	268
2001	644H John Deere Loader	Road	2,565
2000	672CH John Deere Grader	Road	1,099
1978	7-12D Athey Belt Loader	Road	624
2001	873 Bobcat Turbo Skid Loader	Road	788
	Arrow Board Trafcon	Road	2,014
2002	Bomag BW5AS Roller	Road	320
1996	DD65 Ingersoll Rand Roller	Road	692
1985	Ingersoll Rand Air Compressor	Road	577
1994	Sewer Cleaner	Sewer	1,000
1994	Tar Cooker	Road	unknown
1998	JD Gator	Sewer	unknown

Again, the number of various equipment seems exorbitant given the staff size and the utilization. Owning and operating seven tractors, loaders, buckets and back hoes with an average utilization of 1,003 hours is alarming, excessive and questionable. Also, how many pieces of equipment are used on a daily basis?

With a somewhat limited understanding of the day-to-day operations of the Roads Department, including output, approaches and the like, it is difficult to fully ascertain what is the best and most appropriate inventory However, the following observations are offered:

- Certainly, the three most recent acquisitions are very questionable given the number of pieces of equipment already owned and also the utilization. These three pieces of equipment have a total utilization of 648 hours, as shown below:

Year	Type	Dept	Hours
2006	3420 John Deere Tele-handler	Sewer	150
2007	410E John Deere Back-hoe	Road	230
2007	6430 John Deere Tractor & Attach	Road	268

  What rationale and justification was presented to support the acquisition of these three pieces of major equipment? Does the current utilization support the recommended purchases?

- The number of hours for the two rollers appears low — 692 and 320 hours. Given the relatively low number that has existed for the Ingersand Rand Roller (1996), what were the reasons supporting the purchase of the BOMAG (2002)?

DHILLON MANAGEMENT SERVICES believes there are likely opportunities to reduce the current inventory of equipment — perhaps two or three units.

RECOMMENDATION: **The Antrim Township should further evaluate reducing its inventory, focusing on loaders, buckets and perhaps one roller.**

D. THE MECHANIC POSITION IS CURRENTLY UNDER-UTILIZED BY ONE-THIRD TO ONE-HALF.

A common, acceptable and accurate methodology for evaluating the amount of maintenance effort required to keep a fleet in good condition is quantifying and equating every piece of equipment to a **vehicle equivalent**. A vehicle equivalent is defined as the amount of maintenance effort required to properly maintain one average fleet sedan for a year. All vehicles and equipment are assigned a vehicle equivalency which expresses the service effort required to maintain that vehicle as a multiple of a fleet sedan. For example, a Ford Crown Victoria used by a police department (i.e., as a marked patrol sedan) might be given a 2.5 vehicle

equivalency, meaning that it would, on average, require 2 ½ times as much maintenance effort as a Chevy Corsica used by an administrative employee.

It is important to note that there are many factors that go into the vehicle equivalency rating, including the following:

- Age.
- Utilization — measured in miles or hours.
- Overnight and seasonal storage — e g., outdoor (severe weather) garage, heated garaged, etc.
- Condition of maintenance facilities in term of cleanliness, neatness, organization of tools and equipment, and age, capability and utilization of diagnostic equipment.

Also, the manner in which a vehicle is rated has changed over recent years in that vehicles have become much more reliable and service warranties are longer. Given all the above, one mechanic is typically able to handle **between 90 and 110 vehicle equivalents**, given the following assumptions and characteristics:

- In most shops, a certain portion of the work — usually around 15 percent — is handled by commercial shops. This often includes major transmission overhauls, tire replacements etc. The range assumes that approximately 15% of the total work is outsourced.

- It incorporates time/shifts a position would not be available for work (holiday, vacation, sick leave, training, classes, other leaves, etc.) and other on-shift tasks required to operate a shop, including ordering/ picking-up parts, stocking parts, taking inventory, record-keeping (data entry), reviewing invoices, shop clean-up, tools/ equipment cleaning, training, etc.

Please note, though, that DHILLON MANAGEMENT SERVICES is not a fleet consulting firm and we do not offer an expert analysis. However, we have participated in numerous fleet, equipment maintenance and mechanic staffing analyses, so we are certainly able to provided a learned and experienced evaluation.

Given the list of equipment detailed in Exhibit VI, the composition age and utilization of vehicles, DHILLON MANAGEMENT SERVICES equates the inventory at **55 to 59 vehicle equivalents**. As such, the **mechanic is approximately 50% to 65% utilized** — based on the existing inventory.

If the Township implements recommendations made in this report and reduces its inventory by five vehicles and up to eight or nine, the rating will be further reduced to between 43 and 48 vehicle equivalents. Under this scenario, the mechanic's utilization will be between **39% and 53%.**

In either case, **the analysis shows that the mechanic is currently under-utilized by around one-half** and, upon the reduction of inventory, may be further **under-utilized by as much as 60%** The staffing and effective utilization of the mechanic is a little more complex as the Township is better served by an in-house position; however, there just isn't enough work for one full-time, dedicated position Also, the Township really cannot and should not staff a part-time mechanic as an alternative

The best alternative is for the Antrim Township mechanic to increase utilization and output by increasing the number of vehicles maintained Greencastle Borough has an inventory of about 17 vehicles and equipment, including 3 police patrol sedans. Currently, the Greencastle Borough contracts for all but the very minor maintenance to its vehicles — oil changes, minor tune-ups, etc.

The Borough Manager believes that outsourcing all vehicle maintenance services with Antrim Township would be beneficial — noting, that Police Patrol vehicles would need to be considered priority assignments.

RECOMMENDATION: **The Antrim Township should further explore contracting opportunities with Greencastle Borough as well as other municipal agencies.**

Current maintenance costs range between $0.025 to $0.0625 per mile, based on existing age and mileage. <u>Utilizing $0.045 and 15,000 miles per year averages, Antrim Township could generate about $11,500 per year in vehicle maintenance revenues</u>.

E. FIELD UTILITIES OPERATIONS RELIES ON A FIXED-POST STAFF APPROACH WITH RESULTS IN UNDER-UTILIZATION AND INEFFICIENCIES.

The Antrim Township Utilities Department staffs seven positions, as follows:

- (1) Director
- (1) Superintendent
- (1) Water Plant Operator
- (1) Sewer Plan Operator
- (2) Utilities Technician I/II
- (1) Laboratory Technician I

Operational and infrastructure overview follows:

- The Wastewater Treatment Plant is designed and permitted at **1.2 MGD**; the average daily flow is about **850,000 GPD**

- There are approximately 3,300 sewer customers in Antrim Township.

- The Township owns and maintains about 538,563 LF of sewer pipe — 102 miles — of which 90.01 is gravity and 11 99 is force main.

- There are 25 sewer pump/lift stations

- The Water Plant is designed and permitted at **160,000 GPD** with an average daily flow of **65,000 GPD**.

- There are approximately 325 water connections serving approximately 1,000 residents

Unfortunately, the Utilities Department does not track nor document on-going and day-to-day maintenance operations. We know broadly that operators maintain and operate valves, pumps and controls, but we have no knowledge of actual workloads, and corresponding utilization. In addition, there are no real benchmarks, industry standards, measures, etc., in which to comparatively evaluate treatment plant (water and wastewater), pump stations, lab analysis, and main line operations. This is due to the fact that plants, stations, lines, etc., vary widely in age, type, operation and operational requirements, materials used, and the like. Certainly, economies exist in larger operations; however, again, operations and operational types vary a great deal among agency operations

Given the issues noted above, analyzing and evaluating existing operations is much more difficult. However, the following observations are offered:

- First, and extremely important, the Utilities Department utilizes a dedicated- or fixed-post approach to staffing — i.e., dedicated lab technician, dedicated water and wastewater operators, and dedicated pump technicians. **Under this staffing model, the Township pays no heed to the appropriate staff levels required given the existing workloads nor the utilization of existing staff.** How can the Township know that each position is commensurately and somewhat equally and appropriately utilized — including the lab technician, the water and wastewater operators and the two technicians maintaining the pump stations?

- Commensurate with the above, staffing levels would be considered quite high and inconsistent among the four major groups. For example:

- One operator for a treatment plant with a daily flow of less than 1 0 MGD is on the high end of existing ranges — which is one operator for every 1 5 to 4.0 MGD of daily flow (again, staff requirements vary due to types of systems, age, maintenance needs, etc).

- Similarly, the Township staffs one dedicated operator for a very small Water plant and distribution system. **Comparative staffing ranges among larger Water Plants is 0.1 to 0.2 operators per 1.0 MGD for a fully automated system** — which is between one-sixth to one-third of the current approach in Antrim

  The Township provides limited lab analysis for the Mont Alto Water Plant, which involves perhaps one-hour of work per day (perhaps two hours with travel time)

- The number of daily, twice weekly, and weekly tests is actually quite low for a dedicated Lab Technician Indeed, the number of tests include, primarily:

  ph (4 tests per day)
  D O (4 tests per day)
  Color (2 tests per day)
  Transmission (2 tests per day)
  TSS (13 samples 2 times per week)
  Phosphorus (6 samples 2 times per week)
  BOD (15 samples 2 times per week)
  Fecal Coliform (2 times per week)
  Volatiles (9 times per week)
  Nitrogen (4 times per week)

  Many of the tests listed above are as simple as dropping a sample or specimen into a controlled solution for visual analysis Also, most tests are conducted from the same sample collected Indeed, DHILLON MANAGEMENT SERVICES has seen lab operations with two technicians for plants with five, seven and up to nine MGD of daily flow, compared to one technician for less than 1 0 MGD

- Two technicians monitoring, inspecting and maintaining 25 pump stations is somewhat questionable **Exhibit VIII**, on the page following, provides detail to the existing inventory As shown:

Exhibit VIII
Antrim Township Assessment

Current Inventory of Wastewater Lift Stations

Station No.	Start-up Date	Pump Size	Above Ground	Below Ground	FM Diameter	Length (Ft.)	Personnel Required
1	2002	Super T-3	yes	no	4" Dip	1,160	1 position
2	2002	Super T-3	yes	no	6" Dip	1,830	1 position
3	1977		controls only	pumps	4" Dip	1,070	1 position
4	1982	Small Pump	no	yes	6" Dip	2,254	**2 positions**
5	2003	Super T-6	yes	no	10" SDR 21	7,970	1 position
6	1982	Small Pump	no	yes	6" Dip	1,640	**2 positions**
7	1982		controls only	pumps	6" Dip	1,250	1 position
8	1982		no	yes	4" Dip	860	**2 positions**
9	1982		no	yes	4" Dip	1,590	**2 positions**
10	2005	Super T-4 Duplex	yes	no	6" Dip	5,585	1 position
11	1982		controls only	pumps	4" Dip	1,470	1 position
12	1982		no	yes	6" Dip	1,367	**2 positions**
13	1982		no	yes	6" Dip	4,195	**2 positions**
14	1982		no	yes	4" Dip	1,200	**2 positions**
15	1982		yes	no	4" Dip	700	1 position
16	1982		no	yes	2"	50	1 position
17	2001	Super T-6	yes	no	10" SDR-21	4,745	1 position
19	2002	Super T-3	yes	no	4" SDR-21	672	1 position
20	1993	5 HP submersible	controls only	yes	3" Dip	1,055	1 position
21	1995	10 HP submersible	controls only	yes	4" Dip	2,197	1 position
22	2001	Super T 4 Duplex	yes	no	8" SDR-21	15,427	1 position
23	2001	Super T-3	yes	no	4" SDR-21	1,235	1 position
24	2002	Super T-3	yes	no	6" SDR-21	1,480	1 position
25	2007	Super T-6	yes	no	6" SDR-21	1,577	1 position

Interesting, and according to information provide by Utilities staff, only 7 of the 25 stations require two positions for the twice weekly inspections and maintenance. In most cases (perhaps all), the second position is strictly an OSHA required safety position as one maintenance operator is below ground conducting tests, evaluation, inspections, and maintenance.

Typically, lift stations are checked on Mondays and Thursdays. Mondays are longer days as staff records run times for each pump (DEP requirement). The other days of the week — Tuesdays, Wednesdays and Fridays — are used for any required or determined maintenance activities.

Concurrent with the above, only about 12% of the sewer lines in Antrim — or about 12 miles — are non-gravity force main. Given the relatively low daily flow (850,000 gallons), there is not much flow measured in gallons per pump. As such, the activity (workload) level per pump and corresponding maintenance and monitoring requirements are somewhat questionable.

Again, a major problem for Antrim Township is that the current staffing approaches for the Utilities Department are **not oriented** towards efficient utilization of staff nor achieving and realizing economies. **Among the five non-supervisory/field personnel (two operators, two pump technicians and one lab technician) — the Utilities Department can function with three field positions that are cross-trained, cross operate and share work responsibilities.** Indeed, the Lab Technician has been on maternity leave since the first week of May and will continue until late August. During this period, the wastewater operator has been handling both responsibilities entirely — operating and maintaining the wastewater plant and conducting all lab analyses. **That is, the wastewater operator has been handling the workloads of two full-time positions without any reduction of service delivery for both assignments and without the use of overtime.** Utility staff has acknowledged and confirmed that the Township hired a full-time position knowing that that the workloads warranted only a part-time position; however, the Township believed it could not find a qualified candidate unless it offered full-time status (Of course, it is possible that the Lab Technician will now consider part-time status as more desired)

Additionally, the Water Plant requires approximately 1-2 hours of daily operation and maintenance. Mont Alto, requires even less, although, travel time to and from adds probably one hour

Finally, pump operators dedicate two days a week for routine and on-going inspections and checks and have available three days a week for "potential" maintenance activities, as needed or as occurred **That is, 40% of the work week is scheduled out and 60% is not**. Maintenance activities that do occur during the three unscheduled days (Tuesday, Wednesday and Friday) have not been identified nor described. This is both unexpected, unusual and, quite frankly, unacceptable in that , again, there is no way to really understand and appropriate work activities. **Since workloads have not been quantified during these three days per week (every week) and there appears to be no maintenance program or schedule to track, document or plan various activities, it is likely that staff are not well utilized**

Given the current under-utilization and resource capacity which exists, the Township has numerous options Specifically:

- Consolidate the Wastewater Operator and Lab Technician into a single position Again, the workloads of the Lab Technician are acknowledged by staff to not warrant full-time staffing and the Wastewater Operator has been covering both responsibilities for two months with **no decrease** in service output.

- Increase the workloads of the Lab Technician by outsourcing laboratory services For example, the Greencastle Borough Manager has indicated a willingness to consider contracting with Antrim Township for Laboratory services — the Borough currently outsources most lab work to a private provider In this way, Antrim staff can increase utilization and revenue generation

- Cross-train and certify the Wastewater Operator to maintain the Water plant (this option exists only if the Wastewater Operator is not assigned Laboratory responsibilities) Again, both the Wastewater and Water operators have capacity and are under-utilized Under this approach, the Water Operator position would be eliminated

- Outsource the maintenance and operation of the Antrim and Mont Alto water plants to the Greencastle Borough **Greencastle Borough staffs six positions at its Water Plant — one Foreman and five operators. Given the size of Greencastle's organization, it is quite likely that it has the capacity to monitor and maintain Antrim's Water Plant under a contract basis — including the Mont Alto plant. Under this approach, Antrim can eliminate the Water Operator position and pay for contract services and realize operational savings.**

- Eliminate the Water Operator position and cross train one or both pump operators to maintain both Water plants — Antrim and Mont Alto

Given all of the operational options detailed above, DHILLON MANAGEMENT SERVICES recommends the following:

- **Increase the utilization of the Laboratory Technician by outsourcing services first to Greencastle and second to one or two additional agencies.**

- **Eliminate the Water Operator position and contract with the Greencastle Borough for water plant operations and maintenance.**

- **Eliminate one Pump Operator position and consolidate and coordinate wastewater plant operations with pump operations. Indeed, current operations already demonstrates that the wastewater plant requires only about half of one position to operate. Similarly, analysis shows that two positions are under-utilized for operating the pumps.**

RECOMMENDATION: **The Antrim Township should immediately contact the Greencastle Borough to provide contract Laboratory Services. In addition, the Water Plant and one Pump Station operator should be eliminated, and Antrim Township should outsource water plant operations with Greencastle.**

The personnel cost (wages and benefits) for the five current positions ranges between $52,000 and $75,000 annually — averaging about $64,000. Outsourcing laboratory services will generate approximately $20,000 annually Costs associated with outsourced water plant operations will likely negate much of that revenue. As such, <u>implementation of this recommendation will yield an estimated annual savings of $128,000</u> in personnel costs.

F. THE UTILITY BILLING CLERK IS VERY UNDER-UTILIZED.

The Utility Billing process currently employs one full-time, dedicated position, a Utilities Billing Clerk, and parts of two positions — the Administrative Secretary and the Director of Utilities An overview is as follows:

- There are approximately 3,300 utility customers in Antrim Township — 3,294 were recorded on January 1, 2008 and 3,315 were recorded on April 1, 2008. This includes approximately 2,900 flat rate sewer customers (plus 32 street light customers), 322 water/sewer customers and approximately 73 metered sewer customers.

- Utility billing is conducted on a quarterly basis — January, April, July, and October. That is, approximately 3,300 utility bills are mailed out four times per year.

The matrices following provides detail of the workloads, responsibilities, tasks, and activities associated with the quarterly billing process.

Activity/Task	Time Required
Approximately 2 weeks prior to the first day of the billing quarter, the Utility Billing Clerk adds new customers to the database (approximately 10 to 30 new customers per quarter) and inputs current meter readings (approximately 73 customers)	10 minutes maximum is required to set up each new customer account — **5 hours** total with 30 new customers. Data entry resulting from meters read should take no more than 2 minutes each — **2.5 hours**. Total time **7.5 hours**.
Upon new customers entered and meters read, the Billing Clerk begins the process of generating bills — typically on the 26th of 27th of the month. This includes reviewing any problems or issues with specific addresses or meters read. Following ensuring up-to-date and accurate information in the systems, the Billing Clerk begins the actual printing of the utility bills (on perforated card stock, two per page). Finally, as bills are printed, the Utility Clerk separates and sorts and places in mail crates by numerical order.	Validating that the system and information is correct shouldn't take more than **3 hours**. The actual printing process has been estimated at approximately 2 – 3 hours from start to finish (when there are no glitches). Therefore, we will estimate **5 hours** which incorporates any problems as well as placing in mail crates (Note that most of the bills can be separated and sorted during the actual printing process. Total time **8.0 hours**.
There exists another sorting phase in which the Billing Clerk visually checks any/all bills in which a change has occurred.	1 hour total.
Single card (post card) mailings are sent by pre-sorted postage rates. There are about 200 customers that receive multiple bills (including water and perhaps street light) — these are inserted into envelopes for mailing.	Handling the 2,700 or so single-card mailing does not require more than 30 minutes. Identifying, collecting and sorting bills and stuffing into envelopes requires approximately 4 hours. Total time is **4.5 hours**

Activity/Task	Time Required
Payments are received via mail and at the front desk Those received at the front desk are handled by the Administrative Secretary — receives money and enters information into the daily sewer report. For those received by mail, the Utility Billing Clerk opens the envelope and reviews the check/invoice for accuracy If everything is fine (the vast majority are), the Billing Clerk forwards the payment receipt to the Administrative Secretary for entry in daily sewer report	Estimate 3,000 bills paid during the first month of the cycle • For those received by mail, time expended by Billing Clerk to open envelope and ensure check accuracy — 15 seconds Estimated 65% of all bills received by mail • Those left in overnight drop box (estimated 20%), same 15 seconds to handle • For walk-in clients — approximately 15% of total — 1 minute to process • For all bills, 1 25 minutes to enter each customer into sewer report Based on the above the total time required is as follows: • 2,550 bills (85% * 3,000) times 15 seconds each — **10 6 hours** • 450 bills (15% * 3 000) times 1 minute each — **7 5 hours** • 3,000 bills * 1 25 minutes — **62.5 hours** Total time is **81 hours**.
Payment information is re-entered into the utility billing program from the Excel spreadsheet generated by the Finance Secretary	From the daily spreadsheets, the Utility Billing Clerk enters payment information into the PRISM database. 3,300 bills times 45 seconds each is **41 25 hours**
Following 30 days of initial mailing, those customers which have not paid are considered delinquent Billing clerk runs a report that shows all delinquent accounts.	Total time is **30 minutes**
During the next week or so, the Township continues to receive some number of late payments — perhaps 75 or so	Time is the same 1 5 minutes plus an additional 2 minutes to inspect and review from delinquent list **Time is 4.4 hours**
On about the 9th or 10th of the 2nd month, the delinquent letters are prepared, printed and stuffed into envelopes The Billing Clerk also ensures that those originally identified and subsequently paid are not included.	250 letters times three minutes each to inspect, review, fold, stuff and place stamp on envelope **12.5 hours**
Over the course of the next two week or so, approximately 200 payments are received.	1 5 minutes times 200 is **5 hours**

Activity/Task	Time Required
There are approximately 50 accounts per quarter that are consider delinquent or are habitually delinquent. These include customers that have filed for bankruptcy, are in foreclosure, scheduled for Sheriff's Sale, and the like. Some actions include follow-up letters, phone calls, site visits, placing a lien on property, etc.	No way to track — estimate **15 hours per quarter**.
Water customers that haven't paid after two months of being delinquent are sent another letter and given approximately 2 weeks to pay. For those that haven't paid after the 2 weeks, the Billing Clerk initiates the "shut-off" process.	No way to track — estimate **5 hours per quarter**
Subtotal	**185.9 hours**
Add 25% contingency for unaccounted time.	46.5 hours
TOTAL	**232.4 hours**

As shown above, the processing of utility bills and receipt of utility payments (not including deposit receipts/bank reconciliations) requires about 232 hours per quarter. However, of these 232 hours, approximately **70 hours are attributed to the Finance Secretary and 162 hours to the Billing Clerk**. As such, the following is important:

- We can generously estimate that the Billing Clerk is off work — or non-productive — approximately 20% of the time due to vacation, holidays, sick leave, administration, training, etc. Therefore, the Billing Clerk is productive 80% of the time

- Eighty percent of 2,080 hours is 1,664 hours. Therefore, we have generously estimated that the Billing Clerk is off work or non productive 416 hours per year, or 52 eight-hour shifts

- Based on the above, the Billing Clerk is available to work and be productive 416 hours per quarter. **Therefore, the 162 hours is only 39% of the available time**.

- Given the above, the Billing Clerk is highly under-utilized and truly **productive only about one-third of the time in which the position is paid and available**

It needs to be **strongly noted**, however, **that some of the hours currently expended are not deemed appropriate and involve duplication of effort and/or unnecessary work**. Consider:

- The Billing Clerk essentially re-enters payment information into PRISM that was originally entered into an excel spreadsheet by the Finance Secretary. This duplication of effort is explained as needed in that more than one person reviews and is involved in processing of payment information, but this is not accurate. The Billing Clerk enters into PRISM data from an Excel worksheet generated by the Finance Clerk. As such, there are no "second-eyes" or cross-checking and validating information, just unnecessary redundancy.

- Somewhat similarly, the current approach in which the Billing Clerk opens payment envelops and "reviews for accuracy" prior to forwarding to the Finance Secretary also seems to be an added redundancy. The number of "inaccurate" checks is likely fewer than 1%.

Given the above two issues, it is likely the number of hours currently expended by the Billing Clerk are not necessary to effectively manage and handle billing and payments. The above calculated 162 hours expended by the Billing Clerk can be reduced by 52 hours to 110 hours per quarter. Therefore, **the Billing Clerk's productivity rate is actually closer to 26%**.

By way of comparison, the Greencastle Borough has approximately 2,700 water and wastewater customers and also invoices quarterly; however, <u>staffs a part-time position</u>

Clearly, processing the current number of utility bills **does not require a full-time dedicated position**. Appropriate service delivery alternatives include tasking the Utility Billing Clerk with additional workloads, converting the position to part-time status, or outsourcing the function. **Again, the Greencastle Borough Manager is quite amenable to the concept of a shared Utility Billing Clerk servicing both agencies — noting that substantial modifications and changes would be need to both billing systems to make this happen**. Conditions and requirements for such an approach are as follows:

- Both agencies would have to upgrade to a single, current, utility billing software package. That is, the software package would serve both agencies.

- The software package would likely have to be new to both agencies and not just an upgrade to an existing system. For Greencastle, this would be no problem as it still employs a DOS-based program. Antrim Township would likely have to abandon its current PRISM system.

- The new system would have to be designed for seamless tie-ins to both agencies' accounting software — including cashier receipts, deposits, revenue postings, and the like. Currently, in both Greencastle and Antrim, the systems are separate, resulting in duplicative inputting and tracking

RECOMMENDATION: **The Antrim Township should immediately contact the Greencastle Borough to further explore a consolidated/combined utility billing function.**

The personnel cost (wages and benefits) for an administrative position averages about $56,000. It is likely that Antrim Township would annually save at least half of the existing costs, or $28,000 per year. Antrim's share of first year implementation costs (new software, licensing, training) will likely cost approximately $10,000.

G. ADMINISTRATIVE AND FINANCE ARE ALSO OVER-STAFFED.

Analyses in the preceding pages have already shown that among the four administrative positions (Secretary/Treasurer, Finance Secretary, Utility Billing Clerk, and Administrative Secretary):

- The Utility Billing Clerk is heavily under-utilized and works at a rate of about 25% or so

- A major portion of the Administrative Secretary's current workload — including data entry for Utility Billing and receiving and processing Land Use Permits — should and can be conducted by existing personnel (Billing Clerk and Zoning staff)

There are two additional positions within Administration — the Secretary/Treasurer and the Finance Secretary. Further issues and observations are as follows:

- The Finance Secretary's main responsibilities include Accounts Payables, payroll and preparation of the annual budget (primarily September through November). Issues with this position's utilization are as follows:

- An estimated 40% of the Finance Secretary's time is expended on payables However, an average of 35 to 45 checks are cut every two weeks, with anywhere between 5 and 10 cut between BOS meetings. This is not a significant amount — **perhaps 100 checks per month** — of which many are for routine, monthly services and/or suppliers **By way of comparison, in a neighboring City, one Account Clerk I processes between 300 to 700 vouchers per *week*.** As such, the Finance Secretary in Antrim handles a small fraction of what could be accomplished **Again, an estimated 40% of the available time is expended for what should be 10% – 15% of the time**

- Payroll is run bi-weekly or 26 times per year Timesheet data entry is conducted bi-weekly for the approximately 22 full-time positions and 3 or 4 part-time positions Under current operations, processing the payroll is a one-day job every other week; however, it really should take about two to three hours at most every two weeks That is, workloads include limited data entry and validating time worked, wage, and other data already recorded in the system.As such, this function should require approximately 78 hours per year.

- It is not entirely clear how much the Finance Secretary is involved in the development of the annual operating budget It is likely that the Township Manager provides overall direction along with the various department and operating managers while the Finance Secretary provides technical and on-going support

• The Secretary/Treasurer appears to have a somewhat limited scope of responsibility and corresponding workload For example:

- The position prepares agendas, attends meetings and produces minutes for two meetings a month or twenty-four per year — which is not an overwhelming task The Secretary does not participate in other Board or Commission meetings, agenda preparations, and the like — i e., Municipal Authority, Planning Commission, Zoning Commission, etc.

- The Secretary does handle routine deposits and investments, although, the actual number is not known Most of the deposits are sewer billings, so the vast majority of deposits occur the first month of every quarter of the year Therefore, deposit activity is potentially high for one month and significantly lower for the next two months — **the Secretary is likely under-utilized two-months**

out of every three. What occurs during the following two months to fill the position's time?

- The Secretary does not participate in handling payables — this responsibility is tasked to the Finance Secretary **However, this task is listed in the position's job description and was once one of the responsibilities**. Why the change? Apparently, back in around 2003, the Township made the decision to switch to an accrual method of accounting (GASB) from the cash accounting approach previously employed At that point, a decision was apparently made that either: A) the workloads associated with converting to the GASB approach to accounting was too much for the Secretary/Treasurer to handle; or

the day-to-day and overall impact on time availability would not have been significant — perhaps an additional 30 minutes per day at the most.

Again, the Utility Billing Clerk is about 25% utilized and the majority of the work conducted by the Administrative Secretary is redundant and unnecessary (see previous sections of this report). **The analysis above certainly demonstrates that both the Finance Secretary and Secretary/Treasurer are also under-utilized and have excess capacity.** Findings and recommendations already made in this report are as follows:

- The Utility Billing Clerk position should either be eliminated and services contracted with Greencastle or its utilization expanded

- Most of the functions and responsibilities of the Administrative Clerk are now deemed unnecessary and redundant The position is not needed for various Utility Billing activities (it was never required) and is also not needed for land use permit applications (again, it was never required) As such, the position's availability is pretty wide-open, with front door and telephone reception being the primary responsibilities

Again, the workloads and responsibilities of the Finance Secretary and Secretary/Treasurer do not rise to the level of two full-time positions, based on the analysis presented above. It is clear that the Administrative functions of the Township — excluding utility billing — can and should be handled by two positions rather than the current three

RECOMMENDATION: **The Antrim Township should reduce the Administrative staffing by one position — one position can handle all aspects of Front Desk**

Reception, payable and budget support and the Secretary/Treasurer can do regular duties as well as resume payroll responsibilities.

The personnel cost (wages and benefits) for an administrative position averages about $56,000. Implementation of this recommendation would result in an annual savings of about $56,000.

H. THE MANAGEMENT STAFFING AND ORGANIZATIONAL STRUCTURE FOR ROADS AND UTILITIES CAN BE CONSOLIDATED UNDER A SINGLE POSITION.

Under current organization and operations, both Roads and Utilities are managed by four positions, including the Roadmaster, Assistant Roadmaster, Utilities Director and Utilities Superintendent. However, on a day-to-day basis, the Assistant Roadmaster really functions less in a supervisory capacity and more as a field foreman, lead worker or crew chief. Therefore, analysis of that position's utilization and effectiveness was included in the evaluation of field operations. Analysis of the staffing, organization and effectiveness of the other three positions follows:

- As stand alone operations, Utilities separate from Roads, a two-tier organizational structure ***might*** be appropriate in larger organizations with more staff. As it is, both operations are staffed with seven total positions and five field workers — two managers/supervisors overseeing the work and output of five maintenance workers is excessive, redundant and ineffective.

- Again, DHILLON MANAGEMENT SERVICES recognizes that the Assistant Roadmaster functions less as a supervisor and more as a field leadworker — that is, really working side-by-side with crew members fulfilling maintenance requirements. As such, Roads is more or less managed and supervised by the Roadmaster.

- In contrast, though, Utilities does have two layers of management overseeing and directing operations. Issues are as follows:

  - DHILLON MANAGEMENT SERVICES doesn't really see the 'value-added' provided by the Director in terms of the delivery of day-to-day operations. Indeed, the Director almost seems to function somewhat independently of and parallel to daily operations, due likely to the following:

- The Director's office is several miles from the Treatment Plant and subordinate staff. This is a common mistake in local government — separating executive and management staff from subordinate positions which results in a natural disconnect from daily operations.

- Being situated at the Township Building, the Director somewhat naturally gravitates toward involvement with other Township activities, including Utility Billing, development activities, and the like

- **Finally, and perhaps most importantly, there just is not enough work and responsibility to split between two distinct management positions** That is, there are not enough management and supervisory responsibilities — both in scope and distinction between the two positions — for two positions to stay busy. As such, the Director really has fewer management responsibilities because the needs just do not exist and they do not rise to that level

- The dedicated Superintendent is also under-utilized for a variety of reasons, as follows:

  - The size of the Treatment Plant operations is just not large or involved enough to necessitate a full-time superintendent

  - As noted above, the work currently handled by five positions can and should be handled by three A dedicated, full-time superintendent is not needed for work conducted by three positions

  - Concurrent with the above, the work conducted by staff is very routine and somewhat monotonous — on-going and routine lab analysis, pump station inspections and monitoring, treatment plant inspections and maintenance The more routine the functions are, the less on-going supervision needed

  - The little management/supervisory work that is required is already shared with the Director

- Given the recommended size of the organizations' field staff — four in Roads and three in Utilities (plus the mechanic) — one Maintenance Superintendent is more than sufficient **That is, one experienced**

Maintenance/Public Works Superintendent can and should manage all field activities in Roads and Utilities In addition, this position should also be available to manage on-going capital projects in the Township as they arise **That is, one position should function as the Township's Maintenance Superintendent/Capital Projects Manager**

Organizing both operations into a single department under one Director or Superintendent is viable and appropriate **Indeed, the Township's road maintenance and utility operations were previously organized under one Superintendent position with the same number of field personnel as exists today** However, the Township needs to consider and possibly accept that among the existing three positions — Director, Superintendent, and Roadmaster — none is qualified to fulfill the needed responsibilities The Township requires a position that can manage the day-to-day operations of Roads and Utilities as well as handle various project manager functions for major construction activities In addition, the Superintendent position should handle or assist various and necessary long-term planning That is, the position should have the necessary skills, experience, education and licenses to develop both short (1 to 5 years) and long-term (6 to 15 years) goals, strategies, objectives, capital planning, and the like, with regard to Roads, Water and Sewer

RECOMMENDATION: **The Antrim Township should consolidate Roads and Utilities into a unified operation managed by one Maintenance Superintendent That is, two positions should be eliminated**

The personnel cost (wages and benefits) for the three current positions ranges between $77,000 and $84,000 annually — averaging about $80,000 Implementation of this recommendation will yield an estimated annual savings of $160,000

- Antrim Township, and perhaps the Township Manager, do not appear to embrace opportunities to share responsibilities among positions, cross-train employees, and the like. For example, the Township Manager was directed by the Board of Supervisors about ten months ago to ensure that other employees were cross-trained to handle various components of the Finance Secretary's position, specifically, the day-to-day bookkeeping and accounting It appears that the directive was not followed and none of the Township employees have been trained to handle any of those responsibilities The directive was made following the departure of the Finance Secretary about eleven months ago and the void it created in terms of in-house knowledge base and capabilities to handle those tasks and responsibilities. Other similar examples include the fixed-post staffing approach in Utilities, the dedicated managers and supervisors in Utilities and Roads, the under-utilization of the Billing Clerk, etc

In addition to the above issues, DHILLON MANAGEMENT SERVICES questions the value and necessity of a 'dedicated' Township Manager That is, is the agency large enough with services so diverse as to necessitate a dedicated Manager? Anecdotal and apocryphal observations, comments, descriptions, and the like regarding the Township Manager are that the position expends a significant amount of time away from Township Building and is often away at seminars, conferences, meetings, etc Clearly, Township operations are not so complex and diverse that the Township Manager is inundated with activities, responsibilities, and the like An alternate consideration is for the Board of Supervisors to consider a dual role for the Township Manager — perhaps, for example, a Manager/Engineer, Manager/Planning Director/Zoning Administrator Manager/Public Works Director, or Manager/Finance Director In this way, the Township Manager is more effectively utilized and provides executive level direction in an important area of concern or discipline

RECOMMENDATION:

the Board of Supervisors should consider what skills, background and experiences it desires from the Township Manager, including consideration of a Manager with dual functions or expertise.

J. THE TOWNSHIP IS SORELY LACKING IN TERMS OF USE OF TECHNOLOGY AND AUTOMATION IN ALL ASPECTS OF ITS OPERATIONS.

Antrim Township's lack of utilization of technology and automation is a major weakness in its operations and hinders its ability move forward as an efficient and effective organization. This includes:

- An archaic phone system that lacks voice mail, numeric extensions, call forwarding, and the like.

- No real automated systems in place to manage, monitor, track various Township activities, including development, permitting, road maintenance, utility operations and the like

As a result, there are no real systems or processes in place with which the managers can evaluate staff and crew output and utilization, develop and refine work standards based on experience, and plan and schedule work.

In order to enhance Township services, it is important that managers and supervisors have access to the tools necessary for effective management A key tool is an automated management system which should provide a means to record how staff use their time; which tasks activities are completed; what costs are by activity for both contract and in-house services (typically maintenance services); and provide a capability for planning and scheduling various tasks and staff activities based on development of a data base and definition of target frequencies by task, infrastructure component, and facility

Ideally, any automated management system should accommodate the following capabilities:

- **Definition of standards designed to establish performance criteria for all key work tasks**. Standards and defined criteria for accomplishing work tasks would include the following components:

  - A brief description of specific work involved
  - The frequency with which the work should be performed
  - Staff size required for the job
  - Equipment and/or materials needed to accomplish a project or work activity
  - Performance expectations for each task
  - Recommended procedures for completing the task

- **An annual work program** An annual work program needs to incorporate two major factors:

  - The amount of work needed to achieve desired service levels and frequencies.

- Required levels of staff, equipment, and materials to provide the targeted level of service.

Several basic steps are required to develop an annual work program They include the following:

- For maintenance operations (including Roads and Utilities) an inventory of facilities under maintenance needs to be finalized

- The second step involves determining the quantity of tasks to be completed in the next year to achieve projected service levels including preventive maintenance frequencies and projected non-scheduled corrective work orders

- The third step estimates the resource requirements of the preventive maintenance work program It involves translating frequencies into the total number of staff hours required to sustain the preferred maintenance program and address corrective and construction work

• **A weekly work scheduling system** which establishes what each unit and staff person are to accomplish related to various activities An effective weekly work scheduling system should consist of the following:

- The first step requires the supervisor to update the current schedule status by checking the previous week's work schedule. This includes determining if scheduled work was completed, which jobs/tasks need to be carried over into the next week, and how many person hours these activities will require compared to staff time available

- The second step requires the supervisor to check the work program to identify those activities which must be completed and to review progress in meeting those planned targets

- The final step involves assigning tasks to individuals or crews In many maintenance management systems, for example, this requires taking the information from a worksheet and transferring it onto forms for use by field crews which also provide the capability to record time and materials used to complete the assigned task. In other words, all scheduling decisions must be communicated by work orders which in turn are completed by staff once job tasks are accomplished.

- **Daily Reporting of Staff Time and Work Data** and development of an automated data base which can be employed to determine cost, task completion, and staff utilization, and support weekly scheduling based on planned versus actual task completion

- **Monthly activity reports** which provide monthly updates of work accomplished compared to the annual work program They are the key tool for monitoring whether or not Township activities are on schedule and determining whether tasks are being accomplished as planned

All the Township's activities should be subject to and managed in accordance with an automated management system — again, including development review, permitting, field maintenance, and the like. For example, an identified appropriate system would enhance Roads and Utilities current work order/service request system and would include the following basic reporting and input capabilities:

- Work orders/service requests

- Daily crew time reporting which links crew time in the field to work/orders and service requests.

- Weekly, monthly, and annual reporting of labor time utilization by task, facility, or other measure. This also includes the capability to monitor/measure labor time devoted to assigned work activities versus time lost due to the various factors described earlier in this report.

- For scheduled maintenance programs, actual performance against plan/target

- Determination of actual task performance times versus target

- Determine labor and other costs by activity and/or type of facilities maintained.

- Overall labor distribution by work program and activity within each work program which would provide the department the capability for refining the preliminary work programs outlined in this report

- Capability to link with GIS/GPS mapping and information systems to facilitate such activities as sidewalk repair work planning and work completion performance monitoring

DHILLON MANAGEMENT SERVICES believes that the Township needs to move forward with upgrading existing systems, including, telephone, computerization and automated software systems

RECOMMENDATION: **Immediately upgrade or replace the existing telephone system to accommodate voice mail, extensions, and the like. Ideally, the Township phones can have an automated answering system with use of extensions and an easy ring down to a live person upon request. Additionally, the Township should begin evaluating various automated software packages for development and permitting, field maintenance (roads and utilities) and finance and accounting, and the like.**

One-time or first year costs associated with the above recommendations is likely $50,000.

K. GIVEN RECOMMENDED STAFF REDUCTIONS, THE CURRENT TOWNSHIP BUILDING IS MORE THAN ADEQUATE TO HOUSE EMPLOYEES; HOWEVER, THE TOWNSHIP SHOULD TAKE BACK SPACE CURRENTLY LEASED TO THE DISTRICT JUDGE.

Based on information provided by Township staff, the Township Building is approximately 2,963 square feet, not including restrooms, lobby area and hallways, as shown below

Office Area	Square Feet
Receptionist	139
Treasurer/Finance	196
Zoning	655
Manager	144
Utility Director	134
Board Room	819
District Judge #1	334
District Judge #2	286
Roadmaster/Break Room	256
Total	**2,963**

The concept, however, of conducting a space needs assessment for Antrim Township seems quite unnecessary given that the Management, Operations and Staffing Assessment has resulted in a finding that eight positions can and should be eliminated, **including four positions currently housed at the Township Building**. These four positions include one Zoning position, two positions in Administration and one management position within the maintenance operations. **With four fewer office positions and four fewer other Township employees, office space is not an issue today nor in the coming years**. Therefore, the Township has no real cause or need to pursue construction on a new Township Building.

RECOMMENDATION: **The Township should immediately drop from consideration the development and construction of a new building. Further, the Township should carefully evaluate the most advantageous outcome of the land acquired for the proposed new facility.**

While DHILLON MANAGEMENT SERVICES concludes that the existing office space is adequate for existing and future Township needs, we also believe the Township is better off ceasing to lease of the two remaining offices to the District Judge. While we recognize the loss of rental revenue — approximately $12,000 per year as the rent has just increased — there are other benefits to the Township that make this approach attractive, as follows:

- District Judge operations and requirements are likely to change over the next several years. This is already evident as the District Judge has requested a steel security door to replace the existing door — the door would have a small window to talk through. Quite frankly, if the District Judge is concerned over safety and has a steel door protecting staff, what measures are available for Township staff which would be on the 'wrong' side of the door sharing space with the disgruntled and obviously potentially dangerous citizen?

- It is possible and perhaps likely that there will be an increase in cases heard by the District Judge, which would increase foot traffic within the Township Building.

- District Judge Office #1 — which currently staffs the two clerical positions — would be well suited for Zoning operations. As noted in the body of this report, Zoning personnel should be the lead and sole position processing and handling Land Use Applications. There should be a front counter reception area opposite the current reception area with a sliding glass window to provide the one-stop operation that is convenient to both

customer and Antrim staff Also, with two front counter positions (opposite one another), the two positions could naturally cover for each other and reduce the requirement of having 'bodies' moving back and forth to cover breaks, lunch, etc.

- The second office can be utilized as a conference room and also for clients, homeowners, builders, developers, etc to use as temporary work space, spread out plans with Antrim staff, and the like

- Alternatively, if the Township were to move towards a Manager/Engineer concept, that position might be better suited in a larger office that facilitates plan review activities -- District Judge office #2 would be well suited for that

- Under this approach, the back office currently used by Zoning and the Billing Clerk could be the primary file room (until paper files are converted to electronic media), copy and printer room, and perhaps more work space for Supervisors.

RECOMMENDATION: **The Township should immediately notify the District Judge Office of its intention to cease leasing the two offices.**

The Township will stop receiving lease revenues totaling $12,000 per year.

L. RECOMMENDED STAFFING LEVELS ARE APPROPRIATE TODAY AND IN FUTURE YEARS.

The recommended staffing level and organizational structure will not only appropriately position Antrim Township today, but will also put Antrim in a position to deliver services effectively in the coming years That is, not only are reduced staffing levels appropriate today, but the recommended staffing level and structure will fulfill any and all needs over the next five to ten years. Consider:

- Road operations can and should remain at the recommended staffing level — four field maintenance operators/laborers — over the next several years, for the following reasons:

  - Significant efficiencies, economies, and capacities to achieve over the coming months and years in terms of output, workload, performance and the like exist on a daily, weekly, monthly and annual basis

- Commensurate with the above, future in-house operations will likely vary significantly from current approaches in terms of daily output, maintenance programming and planning, tracking and reporting, etc. As such, daily output and performance will improve significantly.

- The Township currently contracts out most (if not all) major reconstruction, street rebuilds, and new construction projects and will likely continue this practice in future years Given that most major projects are outsourced, there will be little need for in-house staff to increase

- Given all of the above, the recommended staffing level and organizational structure of the Roads Operation will be appropriate and effective for the next several years

• Similar to the above, the Utilities Operation is currently bloated and there are significant economies and efficiencies to achieve, as detailed in the body of this report Any normal and incremental increases in water usage and wastewater flow will not trigger any staffing requirements beyond what has been recommended in this report Also, DHILLON MANAGEMENT SERIVCES hopes that the Township pursues regionalizing and consolidating water and wastewater operations, further achieving economies and efficiencies

• The recommended two positions in Zoning is actually one position more than currently required based on existing workloads and operations However, the recommendation of two positions takes into consideration other Township activities, related and unrelated, including pre-treatment program implementation and ordinance enforcement, Park and Recreation Commission liaison, Planning Commission meeting attendance and reporting, comprehensive plan coordination, stormwater ordinance, and the like. As such, there is significant capacity for zoning staff to absorb additional workloads in the coming years In addition:

  - DHILLON MANAGEMENT SERVICES suggested that the Township consider a Township Manager/Engineer for future operations Under this approach, the Township would potentially increase its plan review, zoning, and engineering staffing

  - With the exception of issuing Land Use Permits, in-house staff provides very little services in terms of professional and technical reviews (plan review, engineering, etc) It is likely that all or most

technical reviews will continue to handled by outside and/or contract providers in the coming years.

- The recommended two positions in Finance and Administration are appropriate today and will be sufficient for the years to come, as described below:

  - The Billing Clerk should be eliminated and all billing services contracted and shared with Greencastle Borough (or another entity — public or private)

  - The majority of the Administrative Secretary's current activities include utility billing operations and land use permit applications and processing — perhaps about 70% of the position's total consumption of time With the recommended outsourcing of the utility billing operation and the change in the procedures (and staff assignments) for handling and processing Land Use Permits, the current utilization of this position is effectively eliminated.

  - Given the above, only two positions are required to handle Board of Supervisors and Township responsibilities and various financial activities — today and in the future. For example, the number of monthly and annual Board of Supervisors meetings is not likely to change in the coming years so the workloads of the Board Secretary will also likely not increase measurably. In addition, various financial responsibilities and activities currently occurring are likely to remain stable and even decrease, as shown below:

    - Payroll — fewer Township employees will translate into fewer timesheets handled, reviewed and processed and corresponding paychecks.

    - With utility billing activities outsourced, the handling of daily deposits will change. This includes running daily reports which will hopefully be automated and provided to Antrim in a single report.

    - The number of vendor checks (accounts payables) will likely remain static and not increase measurable in the coming years.

Given all of the above, DHILLON MANAGEMENT SERVICES believes that the Antrim Township will be well positioned and poised for efficient and effective operations and service delivery for many years to come at the recommended staffing levels presented in this report.

M. ANTRIM TOWNSHIP SHOULD CONSIDER CONTRACTING FOR LAW ENFORCMENT SERVICES AS AN ALTERNATIVE TO PAYING THE STATE OF PENNSYLVANIA.

Like most municipalities in Pennsylvania, Antrim Township does not staff or operate its own police department and relies on the State Troopers for its law enforcement needs. However, H B 2563 would charge municipalities lacking police departments $100 per resident for state police services (affecting only those municipalities with 10,000 residents or more). If this bill becomes law, Antrim Township will have to pay the State about $1 3 Million annually. The Township has considered alternatives to paying the State of Pennsylvania for continued law enforcement coverage by the Troopers. Indeed, the Township recently contracted with a consultant to evaluate the feasibility of creating joint police department with Greencastle Borough. However, DHILLON MANAGEMENT SERVICES believes that study was quite flawed in that it did not present the Township with a credible analysis, nor did it provide the Township with reasonable alternatives. Indeed, the consultant study recommended a police operation with 22 full-time positions at an annual operating costsexceeding $1 7 Million for both agencies and $1 375 Million for Antrim Township.

DHILLON MANAGEMENT SERVICES believes that a much better approach for Antrim Township is to contract for law enforcement coverage from Greencastle Borough. The Borough currently staffs four full-time positions (including one Chief) and approximately five to seven part-time positions. In this way, the Borough is able to provide 24/7 coverage most of the time. Antrim Township could work with the Borough in providing whatever level of coverage it deemed appropriate, necessary and desirable. For example, if the Township desired 24/7 coverage, it could contract for some number of full- and part-time positions — perhaps five full-time and four part-time positions. **This would cost Antrim approximately $550,000 to $600,000 annually.** In this way, both Antrim and Greencastle could benefit from existing economies, provide more seamless coverage, and better evaluate future needs as growth might occur.

* * * *

This concludes the Management, Operations, Staffing and Spacing Assessment for the Township of Antrim.