

**SPRINGETTSBURY TOWNSHIP
STRATEGIC PLANNING WORK SESSION**

**FEBRUARY 11, 2015
APPROVED**

The Board of Supervisors of Springettsbury Township held a Strategic Planning Work Session on Wednesday, February 11, 2015 at 6:30 p.m. at the Township Offices located at 1501 Mt. Zion Road, York, PA.

MEMBERS IN

ATTENDANCE: Mark Swomley, Chairman
George Dvoryak, Vice Chairman (arrived 6:50 p.m.)
Bill Schenck
Kathleen Phan

MEMBERS NOT

IN ATTENDANCE: Julie Landis

ALSO IN

ATTENDANCE: Kristen L. Denne, Township Manager
Patricia Lang, Director of Community Development
Jack Hadge, Finance Director
Jean Abrecht, Stenographer

1. CALL TO ORDER

SWOMLEY Chairman Mark Swomley called the Strategic Planning meeting to order. The purpose of the meeting was to discuss goals, objectives and planning for the year, along with any other business that would come before the board. It was an advertised meeting. Chairman Swomley opened with the subjects of performance management, goals and objectives for the Manager, department heads and staff of the township. He indicated that no personnel issues would be discussed in this meeting; however, he asked for an Executive Session immediately following adjournment.

DENNE Ms. Denne responded that she was looking for the board's expectations of her and the staff for 2015. She would like set, tangible and measurable goals and objectives with three, six, nine and 12-month timeframes.

Township Campus/Municipal Facilities

DENNE Ms. Denne stated that if the board wanted a first-class municipal center for Springettsbury Township, there must be tangible goals completed by specific targeted dates with financing by a specific date. Objectives can be measured with areas of improvement and indication of progress and achievement when given resources. She itemized several potential objectives:

- Feasibility study has been completed for upgrade to the police department, as well as the township building.
- Township building – HVAC (potential cost \$100,000 for full upgrade), roof (potential \$14,000 to fix leaks), structure and workflow needs upgraded.

- Objective: One building, two buildings or do nothing.
- Create a municipal center; potential goal to complete design and financing.

SCHENCK Mr. Schenck commented that an evaluation of the total needs for the police building revealed that there was no value to rehab. He stated that a goal would be to evaluate the current state of the township buildings to determine a final direction. The two pieces would be determining what is needed and how to pay for it.

DENNE Ms. Denne stated that there are several opportunities for funding. The bonds will soon be called and would be available for a refinancing. She noted there is a new program that does not go against the bond debt structure. Banks have become very competitive and will do unsecured interest for a five-year note, which eliminates spending \$200,000 initially.

SCHENCK Mr. Schenck noted that in a previous analysis that had been taken into account on the bulk amount of money. If it is less than a few million dollars, the banks would be open to it. The savings versus a bond issue would offset that. He did not recall if there was money budgeted for some early engineering to provide a scope of prices.

DENNE Ms. Denne responded that there was a discretionary item of \$40,000 in the budget that was put aside in the event of roof issues or the alarm system failed. That could provide for a feasibility study, minimal design and financing for 2016.

SCHENCK Mr. Schenck commented that would be pretty aggressive and to fully scope a project takes a while.

DENNE Ms. Denne noted she would be exploring concepts, designs, etc. She indicated that her ideas may not be anywhere near what the board's ideas would be. She stated, for instance, she would like to see everything move further down toward the corner with better accessibility for residents with a horseshoe turn in and turn out. She stated she would suggest a recreation center, not to the point of aquatics or gyms, but more of a facility recreation room. She noted a huge need for indoor batting, soccer and volleyball practice. If the market and cost balance is there, she would like to see putting \$500,000 into a gymnasium.

PHAN Ms. Phan agreed and commented that the board needed to make note of lessons learned from the current township building. A key point to make is that a new building would be built because the current building is falling apart, nickel and diming the township. She liked the concept of having one building with less maintenance. Contracts can be secured per square footage, and the board can think smart and build smart.

Traffic Planning – Five Year Plan

SWOMLEY Chairman Swomley asked the board for a list of ideas and then fix the top hitters. He suggested evaluating the ideas with two thoughts: obtainable and relevant. He brought forward the subject of **traffic planning**, for which the board had not done a very good job over the years of either planning or keeping up with the volume of traffic flow. He

suggested developing a five-year strategic plan to manage the flow of traffic in the township. He did not believe this could be solved in one year or in five years, but there are things that could potentially be done.

SCHENCK Mr. Schenck added that every major artery in the township was supposed to be studied so a fair amount of work had already been done. That could be pulled together for a fresh study.

SWOMLEY Chairman Swomley indicated that his focus would be to evaluate all current traffic studies on major roadways to identify failing traffic patterns including mechanisms of failure and potential solutions. A summary of his suggestions follows:

- Identify existing and projected economic, physical, governmental and/or other factors that contribute to the overall township traffic factors in the future.
- Communicate with neighboring municipalities and PennDOT for information and insight.
- Prepare a plan with recommendations for improving traffic in X-number of major corridors through a specific surface level and recategorize each one within a five-year period.
- Complete the plan by a specific date, which would include preliminary budgetary requirements for 2016 and beyond.

DENNE Ms. Denne responded that putting the data together could be completed in a six-month timeframe. The traffic meetings have begun again, and they are reviewing accident data and other items to determine where there are major problems. In addition she wants to review traffic stops that are causing accidents, slowing motorists down and then speed up.

Revenue – Creation and Collection

SWOMLEY Chairman Swomley introduced the subject of Revenue – Creation and Collection with a review of businesses that may not be paying Mercantile Tax and/or contributing at the level they are supposed to, in order to increase revenue within the township.

Capital Projects; Road Repairs

SWOMLEY Chairman Swomley suggested that the board schedule a van/road trip around the township to review top priorities for capital projects and road repairs.

Township Campus

New Township Center for Admin and Police; Parks and Recreation with the Creative Playground, including other Recreation Facilities.

SWOMLEY Chairman Swomley would favor exploring upgrades/construction as discussed earlier during the meeting.

Internal Operations

SWOMLEY Chairman Swomley emphasized that all departments must use MUNIS to its fullest extent. Good financial data is necessary to understand an accurate picture of financial control within the township. He added an appropriate expansion within the township to new technology.

DENNE Ms. Denne added that it could be a broad-scale emergence of all the technology. She added that the GIS for the township is not being used to its fullest potential. The technology can be useful for reporting and sharing the information.

SWOMLEY Chairman Swomley noted that a review of responsibility boundaries must be made, i.e., Finance should handle financials; Community Development should handle community development and should not handle escrow accounts. Administration should handle admin.

Town Center

SCHENCK Mr. Schenck stated that the Town Center was created with the focus toward the future in 20 to 30 years there would be a “Downtown Springettsbury.” He would like to see some action being put into that plan. He noted that Eastern Market is a “gem” in the township which could be used as a central focal point as a destination.

DENNE Ms. Denne commented that a Real Estate Specialist could identify and market those issues.

SCHENCK Mr. Schenck added that, further on the traffic discussion, people talk about avoiding the area of Eastern Market on a Friday because of the traffic gridlock. However, there is a lot of retail in that area, and a significant amount of township revenue comes from the retail activity.

DENNE Ms. Denne questioned how to get passed that and make it easier and more convenient.

SCHENCK Mr. Schenck agreed. A piece of the Town Center planning could be a place to start to make something happen.

SCHENCK Mr. Schenck added that Finance is always at the top of his list. He voiced his concern that in the future the savings account will be depleted, and it is critical to have a financial plan that moves the township into the future whether it involves huge cuts, tax increases or whatever.

Regional Cooperation

SCHENCK Mr. Schenck added that he wanted to make sure every opportunity for regional cooperation would be explored, and it had been proven to be very effective.

PHAN Ms. Phan interjected that regional cooperation would be effective for property assessments.

SWOMLEY Chairman Swomley added that there are a number of areas for cooperation, such as YAUFRR, the York County Drug Task Force, York County Response Team, etc.

SCHENCK Mr. Schenck added that Springettsbury always had been the leader in that area, and it is important to stay connected. It will be critical to look outside the normal way of thinking to solve problems.

Personnel Expenses

PHAN Ms. Phan noted that one of the highest expenses is employees. She would like to see some cross-training of employees. She would like to see some type of mandatory employment health awareness, which can help to cut the high insurances. She wanted to look at the insurance packages and the retired healthcare package. This would be important with healthcare reform.

SCHENCK Mr. Schenck commented that a review of overtime should be included in that review and bringing the Collective Bargaining Agreements more in line with the marketplace.

DENNE Ms. Denne commented that it could involve an increase in the employee contribution. She noted that the policies will be discussed during the budget season because by 2018 no one really knows what will take place except the 40% Cadillac Tax.

PHAN Ms. Phan noted that it is already hitting the healthcare world hard, and it will affect the township.

Customer Service

SCHENCK Mr. Schenck mentioned that one thing that had been an important aspect when the new manager was hired, and that was customer service.

DENNE Ms. Denne responded that she had been considering putting some customer service procedures in place, which would provide for an overall view of how the employees handled complaints. She noted that she expected the staff to be much more responsive, not only to residents, but also to board members who have questions.

Overall Challenges

DVORYAK Mr. Dvoryak commented that he agreed with improving the traffic flow issues, infrastructure, signal lights and Davies Drive; taking a microscopic look at every cost driver and looking for better, cheaper, faster, more efficient ways of doing things; getting the house in order is paramount prior to looking at any tax increase; making sure of the best employee team to accomplish the township goals; opening up revenue opportunities through more aggressive development of more commercial and industrial businesses. The final challenge is to complete negotiations on the open contract issues.

2. PUBLIC COMMENT

CRUMLING Mr. Crumling noted that a number of items mentioned were excellent ideas. However, he mentioned some historical messes that need cleaned up, such as the Teamsters Contract and the East Market Street firehouse.

SCHENCK Mr. Schenck responded to the firehouse comment. He stated that the original price was \$1.2 million with an agreement of sale. That buyer walked away from the deal, but the fire company kept the escrow money. The property was re-marketed and there is a new contract with a new buyer at approximately \$1.5 million. That buyer is going through due diligence at this time with several months to complete that work. Assuming that is successful, there will be a closing at a higher price than originally expected. That money will come back to the township's General Fund.

CRUMLING Mr. Crumling asked if Auto Zone was still an interested party.

LANG Ms. Lang stated that the new buyer had submitted revised land development plans for the site, but Auto Zone was out of the picture. They are making minimal adjustments to the previously approved plan and they had been attempting to move through the process quickly. They have an engineered plan and hope to be under way quickly.

SCHENCK Mr. Schenck noted that they were encouraged to make use of the previously approved plan so that they would not have to start from scratch. As the seller they had done as much as possible to assist them.

CRUMLING Mr. Crumling noted that this initial meeting has brought forward a number of great ideas. The board will have to ferret out what is priority and what is not priority and where to secure the funding. He indicated the common sense approach is a very good start.

SCHENCK Mr. Schenck brought forward some current commitments that need a decision. The question is whether they will be rolled into a potential future borrowing for the fire house and Camp Security funding.

PHAN Ms. Phan noted that any time there is discussion about the township's money and rolling investments, the board needed to look at how to fund wisely.

SCHENCK Mr. Schenck added that if the board decided to do nothing, the financial issues must be resolved.

DENNE Ms. Denne returned to the issue of the township facility.

SCHENCK Mr. Schenck noted whether the borrowing should be \$3 million or \$12 million.

DENNE Ms. Denne asked the board to set the goals.

SWOMLEY Chairman Swomley commented that putting a strategy in place may take a number of months in 2015.

A summary of the discussion follows:

- Customer Service, cross training – Already started in admin positions. By the end of the year no department where only one person only knows how to handle something.
- Definition of roles – Need updated for non-union and union positions.
- Addressing issues within departments rather than just moving around issues.
- Regional cooperation – Springettsbury must be the leader. Ms. Denne already involved in the Managers’ Association (Management Team for storm water); Regional Plan Reviews.
- Continue enforcing ordinances; leadership in York County.
- Involvement in storm water issues vs. neighbor disputes.
- Communication is imperative with residential issues.
- Town Center Overlay – Strategy to implement the process; educate people in the area within three months; choose an area for implementation. Include people in the area. Educate residents what a Town Center Overlay is. Implement signage, lighting, infrastructure-part of Five Year Plan.
- Traffic Planning.

DENNE Ms. Denne stated that she would project September 2015 as a goal for strategy and compilation to move forward over the next five years. She would like to have strategies in place within a three-month period. She noted the following:

- Most crucial for 2015 is the labor contract.
- Creative Playground for which a DCED grant is in place that must be used by 2016.
- Municipal Complex including a Recreation Center; investigate the ROI for financing before year ending 2015.
- Attract a private enterprise center located within the township; revenue attraction.
- Consideration for increased healthcare, pensions, employee costs, additional debt, financing.
- Must have accurate estimates for the most affordable options.

SWOMLEY Chairman Swomley stated that, while he would like to move quickly on all of the ideas, a tactical plan had not been done for some time.

DENNE Ms. Denne noted that she had investigated some of the suggestions, and she could envision having the strategy in place in three months or by the first week of June.

SWOMLEY Chairman Swomley commented that the board could review some of the items during the month of July.

DENNE Ms. Denne stated that the one item on the forefront is the municipal facility and the bond structure.

SCHENCK Mr. Schenck noted that the board knew the debt was going to be retired to coincide with the timeline on the firehouse. This created an opportunity with the bond issue and the bridge loan due in June.

DENNE Ms. Denne stated that she would be concentrating over the next few months on contract negotiations.

SCHENCK Mr. Schenck stated that it will be necessary to take a small loan for the firehouse versus a large loan for it all. No decision can be made without knowing the financial status. He indicated those two items should be first priority.

SWOMLEY Chairman Swomley indicated that the other items could be out to the end of the year. He liked the focus that had narrowed down to four major categories: Township Campus, Traffic Planning, Finances and Internal Operations.

DENNE Ms. Denne noted that just the traffic planning and infrastructure planning could easily go three years into the future.

SCHENCK Mr. Schenck commented that a large amount of the township revenue comes from the retail/business activity in the township. He added the importance of investigating the revenues, expenditures and debt.

DENNE Ms. Denne indicated she was optimistic; however, before taking on additional debt, consideration should be given to the healthcare issues and the Cadillac tax coming in 2018. There will be an additional 40% in costs by 2017.

3. PUBLIC COMMENT

SWOMLEY Chairman Swomley opened the floor again for public comment.

RESIDENT The gentleman asked about any planning that would take place near Pleasant Valley Road.

SCHENCK Mr. Schenck responded that any preliminary designs would be done toward that area.

PHAN Ms. Phan noted that any building should be done wisely and efficiently to use the grounds. She indicated that there is a Master Plan with Parks and Recreation, which should be reviewed.

CRUMLING Mr. Crumling noted that he thought the board had the right mindset and that the finances are most important. Pick two or three priority things with the Teamsters contract being one. He added that a Recreation Center would be great for the children 13-16 in the township. He suggested that the board invite the business people from the township to a session for suggestions, questions and answers.

SWOMLEY Chairman Swomley noted that the Springettsbury Small Business Association is in place.

DENNE Ms. Denne added that East York Rotary is in place as well.

CRUMLING Mr. Crumling noted that something could spring out of such a meeting that the board might not expect, and it would show the business people that government has respect for them and vice versa.

4. ADJOURNMENT

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SWOMLEY Chairman Swomley adjourned the meeting at 8:05 p.m.

Respectfully submitted,

Doreen K. Bowers
Secretary

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