

APPROVED

**SPRINGETTSBURY TOWNSHIP  
BOARD OF SUPERVISORS  
WORK SESSION  
FEBRUARY 10, 2021**

**MEMBERS IN**

**ATTENDANCE:** Mark Swomley, Chairman  
George Dvoryak, Vice Chairman  
Charles Wurster, Secretary/Treasurer  
Don Bishop  
Bob Cox

**ALSO IN**

**ATTENDANCE:** Mark Hodgkinson, Township Manager  
Todd King, Chief of Police  
Dennis Crabill, Director of Public Works/WWT  
Ray Markey, BCO, Acting Director of Community Development  
Terri Hummel, Director of Finance  
Abby Gibb, Communications Manager  
Sue Sipe, Stenographer

**1. CALL TO ORDER**

Chairman Swomley called the meeting to order at 6:00 PM.

This meeting was held via Zoom.

**2. NEW BUSINESS**

**A. Strategic Planning**

Chairman Swomley turned the meeting over to Mr. Hodgkinson. Mr. Hodgkinson confirmed the meeting was advertised for all business.

Mr. Hodgkinson stated at the last Board meeting the work session was discussed to start the process of making a decision on the Comprehensive Plan and Strategic Planning for the Township and to discuss ideas and obtain direction on how to proceed and set the priorities.

Mr. Wurster suggested the Board set expectations as to the outcome of this session.

Chairman Swomley stated the strategic plan previously discussed is approximately 3-4 years old. There were several items on the to do list – police station and admin upgrade, Davies Drive, Route 83 project on Prospect Road, Route 83 project with Route 30 coming on line. There are several initiatives associated with traffic.

Mr. Cox commented on the capital improvements project and how it will affect the Township for the next 5-10 years. He indicated he would recommend starting with the strategic plan. He noted he reviewed the strategic plan from 2017 to 2021. He felt the mission statement holds true, as well as the core values and

that the strategic priorities hold true which intends that Springettsbury Township would be the best township in Central Pennsylvania. He noted it addresses different categories, i.e., transportation, water quality, beautification, parks, services, fiscal planning and management. Mr. Cox observed if that would meet everyone's approval, they could adopt that strategic plan, then switch over to the capital improvements plan which goes to individual projects, including the casino and the Bon-Ton site at the Galleria Mall, as to how they would be funded and prioritized.

Mr. Dvoryak commented he reviewed the document as well and he was agreeable with the content although he pointed out it needs to be updated.

Mr. Bishop was also agreeable with the document as it exists, but felt it was boilerplate and needs significantly more specificity to be a much more encompassing document to include other issues that need to be addressed and provide guidance for the team.

Chairman Swomley commented that he felt the document was more like a position statement on how to develop a strategic plan.

Mr. Wurster agreed with Chairman Swomley and added the comprehensive plan appears to be lacking in performance metrics and targets in order to achieve our objectives.

Chairman Swomley suggested they review titles of the strategic priorities and determine the categories to be reviewed as well as adding others in order to determine what each should look like. These include:

- Transportation
- Improving the functionality, safety and flow of traffic and multi-modal access to reduce congestion and traffic accidents.
- Water quality topic for achieving and maintaining compliance with Clean Water Act and NPDES and MS4.

Mr. Bishop commented the water quality topic seems odd since it exists as part of the Strategic Plan, and they would follow the rules that have already been established by others.

Chairman Swomley responded it is how they will be achieved that is strategic. He added if they did not take a strategic view of the alliance with the York County Stormwater Consortium, they would have not met some of the goals and would not have in place protocols to take care of some current water quality issues.

Mr. Bishop agreed but asked if Springettsbury Township has a role in assuring the drinking water of the residents is acceptable.

It was determined the issue is not solely about the drinking water of the Township but addresses environmental compliance, regulatory compliance with a different type of heading, to encompass other factors.

Mr. Hodgkinson asked if that should be part of the plan, because the wastewater treatment plan has all those components to it and they meet the regulations and run the best plan for the facility.

Chairman Swomley stated there is an element of the strategic planning to make sure that the plan is always kept up to date and puts the Township in a position to not only meet those objectives but also to provide the best system at the lowest cost for the residents and customers. He suggested to first determine

if they have all the major buckets, and identify if there are any missing or any that need to be broken apart, then go back and determine the terminology for each category.

Mr. Bishop agreed with the approach. He questioned the heading of water quality as to whether that is an environmental issue and whether this is where to address the Township strategy. He asked if the Township should have a plan to reduce the Township's carbon footprint.

Chairman Swomley suggested taking anything that has to do with drinking water quality and move it under Public Facilities and make it an environmental bucket.

Mr. Wurster suggested calling it a Sustainability bucket.

Chairman Swomley indicated most places are including human resources in sustainability which has several pillars of its own that have to do with recycling, HR and other global issues.

Chairman Swomley listed other headings to make sure the major ones are covered and determine what else needs to be included.

- Public Facilities – provide public facilities that will improve the productive value of Township operations in the delivery of services.
- Economic Development – improve the quality, variety and quantity of economic opportunities through efficient communications, planning and permitting for the development and environment.
- Beautification and Attraction – maintain quality appearance of the community through public and private maintenance, improvements, compliance, and incentive initiatives. Develop an enhanced quality of life amenities for recreation and entertainment.
- Services – explore public interests, demand and feasibility of expanding civil services, library recreation, senior e-government interface, parks.
- Fiscal Planning and Management – maintain strong fiscal position to improve quality, scope and efficiency of delivering municipal services now and in the future.

Mr. Cox commented the content is boilerplate and has good content, but recommended calling it a new Strategic Plan to designate and expand it.

Chairman Swomley suggested this is a good introduction to each section but this is not the Strategic Plan.

Mr. Bishop commented it does not give anyone guidance on what the priorities are.

Mr. Dvoryak commented the updates he referred to earlier do start to give background, goals and objectives that are specific to how each of those will fit into those categories of the current plan.

Mr. Wurster outlined his ideas for five-point planks to be part of the strategy.

1. Evolve funding of all future capital expenditures to 50-90% through grant funding. This would be a five-year plan. Eventually get grant funding for all of the capital projects covering at least 50% to 90% of all those costs, to include MS4.

2. Township engage and connect deeper with the Springettsbury business community. The Township has good connection with the residents through the newsletter, but need to reach out to the business community.
3. Proactively manage community relations by utilizing all media. Use more video and more interactive signage on the building.
4. Increase revenue over time from the Department of Community Development insofar as one sub-plank – complete the comprehensive plan through strategic planning. Foster greater redevelopment of the Township, thereby generating greater development fees and actively promote the use of the Springettsbury Township Development Authority, also another future generator source. This would mean creating a market strategy to activate the Development Authority to help handle conduit financing projects that are happening in this county now.
5. Explore and evaluate greater regional opportunities, either for the sewer, which there is a strategic issue relative to the city sewer, or Pennsylvania American Water. Also, the police, inter-governmental cooperation and alternative energy sources for the Township.
6. Further development to promote the historical assets in cooperation with the York County Historical Center.
7. Empower employees to deliver greater value-added service to taxpayers. Recognize those employees with creative actionable ideas including to lower expenses, increase revenue, improve quality of services or positive innovations of value to the Board of Supervisors and citizens.
8. The opportunity, if possible with greater economic environment, look at reducing taxes.

Mr. Dvoryak addressed three comments as to what he determined important.

1. Transportation – the strategic priority needs to operationalize the transportation study that was done some time ago. He recommended reviewing it and prioritize the projects that are listed and establish funding streams. Have Staff bring an implementation plan for those items to the Board of Supervisors.
2. Sewer System – Concerned about the long-range plan to make sure the Township can meet the needs for the Township as well as the municipalities that participate to make sure we are providing that service for future decades, without being dependent upon an entity that buys the York City Sewer plant.
3. Parks and Recreation – need to plan and implement fresh ideas to improve the quality of the projects offered, especially in a post-Covid environment to the Springettsbury Township residents.

Chairman Swomley commented on #2 Sewer System, noting he was aware of adverse comments heard from other organizations and officials, causing some damage to Springettsbury image. These comments got out to various members of other communities, which misrepresented the image of Springettsbury Township and caused the Township to be left out of what was going on with the York County Stormwater Consortium. Chairman Swomley commented the Board needs to repair those relationships and be in a position where the Township is looked at as the leader of those types of discussions.

Mr. Wurster agreed and responded that it would take some groundwork from the Township and the supervisors to accomplish that. He noted they would need strategic alternatives for the sewer, given the dynamic change in the market.

Mr. Bishop commented he would fit that into a bigger parcel of intermunicipal cooperation in general, where in the past they were leaders and this should be part of the strategy to be a leader where it benefits the Township and other communities.

Mr. Hodgkinson related that was his desire as well, noting relationships he has forged with their sister municipalities is in play and he has communications with additional municipalities that he had not dealt with in his past positions, but it is important for him to now enhance those relationships.

Mr. Bishop indicated he had several questions to address:

- The importance of diversity and building an inclusive workplace in the Township – is the Township doing what is necessary to achieve it.
- In regards to park facilities – is there an opportunity for the Township to focus on other kinds of public spaces that might have value. He noted the park programs are built around neighborhoods and he thought there may be other opportunities to look into.
- Two regulatory issues of concern – should the Township have any responsibility for regulating or supporting food establishments for food safety, and should they understand how state regulatory agencies oversee food safety. Is there an opportunity for the Township to have a role in influencing how that gets done?
- Rental properties are highly regulated – renters taking advantage of tenants in various ways. Chairman Swomley commented that is strictly regulated by the state. It was his opinion that tenants are well-served by the regulations that are already in place and they have the option of withholding funds for non-repair, as long as they keep those funds separate. They also have the court system that will work in favor of the tenant. It was noted this item could go into the Communications bucket. Discussion was held regarding adding articles in the Township newsletter to better communicate with the residents and address different types of issues. This would include having an article regarding rental properties.
- Inter-government cooperation – specifically outsourcings in the Township. Mr. Bishop stated outsourcing has been a valuable tool in different areas and he thought it made sense to think about when that is done and if they are doing it in the smartest way to get the best results, i.e., outsourcing building inspections, IT services, ambulance, paramedics, building cleaning of offices, etc. Also mentioned was fleet management and garbage collection.
- Park facilities are limited to events that are sponsored by Springettsbury Township and do not allow other entities to have their events in our facilities. Specific example – Cancer Relay for Life. Mr. Hodgkinson noted the reason is there are liability issues. He confirmed the Township’s policy is non-township sponsored events are not permitted. Another reason was to better control undesirable activity. All agreed this needs to be reviewed, as there may be missed opportunities from a revenue and community enjoyment perspective.

- Need to have some strategy to revise the zoning ordinance to respond to current developments, i.e., Airbnb, tiny houses, non-traditional multi-family living, alternate energy sources, etc., and at what point should this be done – before or after creating a new comprehensive plan.

In discussing the comprehensive plan the following discussion was noted:

Mr. Bishop thought there has to be better ways to create it. He commented he does not agree with outsourcing the comp plan. He asked if current ordinances that regulate how owners use their properties make sense. Are they written in a way they can be understood? Do they encourage or stifle innovation and are the expenses associated with complying with our regulations reasonable?

Mr. Bishop stated in regards to residential services in general, does the way it is currently done still make sense, i.e., the single township-wide garbage contract that was created. He noted before that residents could hire who they wanted to. He also noted scheduling leaf pickup and yard waste pickup has modified over the years and needs to be further modified.

Mr. Cox stated his concern was about the number of vacant commercial buildings which would fall under economic development or community development. Is the Township doing whatever they can to support the owners of these buildings to try and get them filled? Chairman Swomley indicated they had talked about the possibility of bringing in a consultant in the past at \$50-75,000 to help plan and market the Township for its ability to support companies coming in to the Township for retail or other opportunities.

Chairman Swomley recommended adding other capital planning issues, noting that traffic is still a main concern as well as economic development. Other ideas included pushing through roads that do not connect or widening for better flow of traffic, as well as traffic signals which allow pass-through traffic almost to the exclusion of side traffic. He agreed with Mr. Cox about economic development and marketing the Township.

Mr. Wurster noted after listening to the comments, determined the following are the broad categories:

- Transportation
- Municipal Cooperation
- Sewer
- Parks and Recreation Overview
- Enhanced Communications – commitment to diversity and various resources available to our citizens
- Zoning – a review an update
- Examination of outsourcing
- Review of current municipal services – do they meet needs
- Economic Development – Capital Improvements
- Redevelopment

Mr. Wurster stated he will email the topics out to everyone.

Mr. Swomley stated he would also like to see Staff involved.

## **B. Comprehensive Plan**

Discussion was held as to what the Board would like to see out of a comprehensive plan. Mr. Bishop stated comprehensive plans he has been involved with have all followed a similar formula and have been driven by professionals and follow certain rules that make it difficult to understand.

Mr. Wurster commented any comp planning effort is only as good as the ability to develop a Township-wide strategy to implement the key findings and recommendations therein. He noted in the last comp plan from 2007 one of the features is the Town Center Overlay and to see the results of that will take considerable time. He cited the development of Mod Pizza on Market Street is an example of what the Township would like to see. He noted there is a concern that the plan excludes local developers from taking advantage of it because there are significant costs involved, whereas out of town developers have been able to meet those costs to develop. He stated in the long run the comp plan shapes the future and it is the market and the development of the market that makes it happen. He stated his belief that is the value of the comp plan is to set the rules of how development should happen in the future. He stated his concern, however, is the rules governing it may be too strict, due to being in a post pandemic, post retail, uber autonomous driving cars and a world of robot deliveries - completely different than it was in 2007. He conceded it may be important to engage professionals. He further noted they may be able to take a look at the Township collectively as a Board, as a team, as Staff and as a consultant and find ways to apply zoning and foster some of the redevelopment to which Mr. Bishop referred to obtain a tangible way to get value out a comprehensive plan effort.

Mr. Bishop wondered if it was more important to create a new comprehensive plan or to figure out how to implement the current one.

Mr. Wurster responded that the current plan is being implemented. The Town Center Overlay has governed all this development which the Planning Commission and the Board of Supervisors has seen since we put it into effect during 2007-08. During that time there was a financial crisis and then the pandemic so there were two instances which caused slow economic development. He was of the opinion a new comprehensive plan is needed because of those factors.

Mr. Bishop stated one of Mr. Wurster's comments resonated with him, which referred to the way the redevelopment process favors big out-of-town developers to the local developers, because of the expense to improve a property and being very time consuming with the way the Township regulations work, which a lot of business owners cannot do. He felt it was an interesting topic to discuss.

Mr. Wurster stated that falls under the discussion of the zoning overview and whether our zoning ordinances are reasonable. He believed that could be part of the comp plan, noting professionals are going to tell us these are development trends sweeping other communities that will affect the Township. To that extent they can provide guidance as to how to improve the zoning and look at ways to foster local development further - that should be part of the comp plan effort.

Chairman Swomley responded there is a good mix of people in the community and from the Township that are part of the whole process. He felt there was a good cross-section of representation to accomplish it.

Mr. Bishop conceded he may have been too hard on professionals in the field because he was not disagreeing about using planning professionals to obtain advice.

It was determined the first step is hiring a community development director for the comp plan. Mr. Hodgkinson indicated the deadline for resume submittals is the week of the 15<sup>th</sup>. Estimated time of completion is a month to conduct interviews and complete the hiring process.

Chairman Swomley stated after hiring a community development director discussion will resume on the comprehensive plan.

### **C. Police Admin Project Financing**

Ms. Hummel indicated she has been working with Chris Gibbons over the last several weeks as well as Jennifer Caron to develop a plan of action for the financing of the construction project. She noted Mr. Gibbons has an RFP that has been prepared to go out to the banks on Friday the 12<sup>th</sup>, seeking a bank loan not to exceed \$15 million, with terms of 20-30 years. They are looking at a tight schedule to get those proposals back. They are due on February 26<sup>th</sup> – the Friday after the Board meeting on the 25<sup>th</sup>. She indicated as they prepare to make a decision about whether a bank note is the right vehicle for financing, or whether they will go with a bond issuance, it is a good idea to schedule another work session March 1 or 2 to get the approval of the Board with reviewing the proposals.

She noted they are still in a very good rate environment so looking to have a good proposal moving forward.

It was decided to hold the meeting on Tuesday, March 2, 2021 at 6:00 P.M.

### **3. PUBLIC COMMENT**

There was no public comment.

### **4. ADJOURNMENT**

**CHAIRMAN SWOMLEY ADJOURNED THE MEETING AT 7:24 P.M.**

Respectfully submitted,

Doreen K. Bowers  
Secretary

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