

**SPRINGETTSBURY TOWNSHIP
SPECIAL MEETING**

**MAY 14, 2014
APPROVED**

The Board of Supervisors of Springettsbury Township held a Special Meeting on Wednesday, May 14, 2014 at 6:00 p.m. at the Township Offices located at 1501 Mt. Zion Road, York, PA.

MEMBERS IN

ATTENDANCE: George Dvoryak, Chairman
Kathleen Phan
Bill Schenck
Mark Swomley

MEMBERS NOT

IN ATTENDANCE: Julie Landis, Vice Chairman

ALSO IN

ATTENDANCE: John Holman, Township Manager
Charles Rausch, Solicitor
Dori Bowders, Manager of Administrative Operations
Betty Speicher, Director of Human Resources
Jean Abreght, Stenographer

1. CALL TO ORDER

DVORYAK Chairman Dvoryak called the meeting to order. He thanked everyone for their attendance and stated the purpose of the meeting was to establish a process for replacing the Township Manager. He stated that no names would be placed on the table this date as that would be handled during an Executive Session. He asked Mr. Holman if he would retract his resignation.

HOLMAN Mr. Holman responded that he could not retract his resignation as he had secured an excellent opportunity that he could not turn down.

2. ESTABLISHING THE PROCESS FOR HIRING TOWNSHIP MANAGER

A. Review of Process from Last Hire

DVORYAK Chairman Dvoryak stated that he had asked Mr. Schenck to spend a few minutes recapping what the process had been in place during previous searches for a Manager.

SCHENCK Mr. Schenck responded that he had moved through the process twice and this would be the third time. He indicated he would report what had and had not been done, along with what worked and what did not work. Some points are summarized:

- First - Hired a firm that places interim or temporary managers; hired Robert Sabatini by contract who was familiar with municipal operations. At the end of his contract, he was hired as Manager.
- Second – Hired retired-Solicitor Donald Yost as a facilitator. Used recruiting processes available, which included advertising, printed ads (International City Managers, PSATS, etc.). Internet has changed search process in 12 years.

HOLMAN Mr. Holman stated that he had answered an ICMA newsletter ad. The board had to do its own research with phone calls and interviewing.

SCHENCK Mr. Schenck continued that they had screened a number of candidates with Mr. Yost's help, reviewed the finalists, and whittled the list down to hiring Mr. Holman. In addition, the Supervisors had signed up to be a "Go To" person for various departments during the interim time without a Manager.

PHAN Ms. Phan interjected that having a Supervisor, as a "Go To" person is not uncommon, even with a Manager in place.

SCHENCK Mr. Schenck noted that he had enjoyed meeting with his Directors once a week; however, at that time there were five different individuals with five different management styles and five different interpretations of what they were expected to do. One extreme was to do very little; to the other extreme; some specific departments received raises of which the rest of the board was unaware. He had been made aware later that the staff felt it was rather chaotic. Mr. Schenck would not recommend that process.

DVORYAK Chairman Dvoryak commented that he would not be able to respond to many township calls during his full-time day job.

SCHENCK Mr. Schenck noted that, at that time, it was his view to gather and report so that the board could have a pulse of the way the township was being handled. During the second process, an interim person was put in place. What he had learned during both times was that the board needed to establish crystal clear communication. He referred to both inbound communications from citizens, the business community or developers. Calls should be directed to one individual for the caller to get answers. One additional thing was to be certain that the employees interpreted the exit of the Manager as the exit of policies and procedures in place. He stated it was imperative that the board sends a clear message that the only thing that changes is that the seat is empty. There is no change in how business is done.

B. Options/Plan for Filling Position on an Interim Basis

DVORYAK Chairman Dvoryak noted that before any decision is made on an interim basis, it is important to have an understanding what is needed in the next 40 to 60 to 90 days that may dictate the type of person needed on an interim basis.

HOLMAN Mr. Holman responded that he is putting a list together of various issues by department. A summarized list:

- Collective Bargaining – A good negotiation team is in place: Pat Harvey, Personnel Attorney, (Lead), Dori Bowders, and Betty Speicher will keep the board up to date. They will take direction from the board. An interim administrator will deal with that on a surface level only.
- Community Development – Patricia Lang is a strong Community Development Director; understands the process. A new Manager will pay close attention to that.
- Personnel Management – An interim Administrator will need to make sure that paperwork is properly filed on the I-83 Corridor, as well as projects that continue to move forward including Springetts Commons and keeping the board informed.
- New Firehouse – Mr. Holman intends to have the project as near to completion as possible prior to his departure.
- Evaluations – All evaluations will be completed prior to his leaving.
- Agendas – He will prepare various Agenda items as possible for the board meetings.
- Coordinator – Mrs. Bowders is informed on all of his work.
- Interim Administrator – Need for a good communicator/coordinator; someone who understands finance and municipal ordinance. Look at all options for the next Manager. Keep the goal in mind to continue striving for a community to live, work and play.

SCHENCK Mr. Schenck asked what the board's interpretation would be for an Interim Manager or a Temporary Facilitator.

HOLMAN Mr. Holman responded that the word Manager gives responsibility for a final disciplinary authority regarding personnel.

SCHENCK Mr. Schenck noted that absent that Manager, where is the responsibility for those areas.

HOLMAN Mr. Holman responded that personnel management would fall to HR. If a Facilitator were in place, it would go to the Personnel Attorney for review and recommendation to the board for action. However, if the board names a Manager, that person is given the full faith of what the Manager's Ordinance provides.

SCHENCK Mr. Schenck noted he would not want to empower someone with full responsibilities of a Manager. He would not want to tie someone's hands, but "interim" will be quick.

PHAN Ms. Phan agreed and added that the board needed to focus on getting someone in, setting rules and guidelines as a Facilitator, and then to focus on getting a new Manager.

SWOMLEY Mr. Swomley asked whether that could be done through a Management Consulting Firm that would take a Statement of Work from the board to manage the township in a manner that the board prescribed. They would not take some of the things that the board does not ascribe to them.

HOLMAN Mr. Holman explained personnel if a Facilitator were in place, then that individual would gather information, go into an Executive Session with the board, and make a recommendation. The board would indicate its determination concerning the matter. The responsibility is shifted to the board for the interim period until a new Manager is hired. A Facilitator works more like an Administrator and final action for hiring, firing personnel is left to the board. Managers have the ability to hire and fire.

SWOMLEY Mr. Swomley asked Solicitor Rausch if it would be necessary to amend the Manager's Ordinance.

RAUSCH Solicitor Rausch responded that there would be no need for any ordinance.

SWOMLEY Mr. Swomley commented for clarification that they could define the scope of the responsibilities for a Facilitator or Administrator, which would differentiate from the Manager's Ordinance.

HOLMAN Mr. Holman stated that the board would define the responsibilities and accountability.

PHAN Ms. Phan noted that there are internal Managers that Mr. Holman had guided for some time. The board is expecting that the Managers will manage and follow suit in their jobs. If a Facilitator comes in, they will continue to do what they are responsible for and bring it to the Facilitator. If there are personnel issues for HR, Mrs. Speicher is more than able to determine if it is something extreme to be brought to the board's attention.

DVORYAK Mr. Dvoryak asked if there was any advantage or disadvantage to bringing in a Facilitator.

SCHENCK Mr. Schenck suggested that the title should be Administrator.

- PHAN** Ms. Phan agreed with the title Administrator.
- DVORYAK** Chairman Dvoryak commented that the board could hire an Administrator, verses other agencies that provide a Facilitator.
- HOLMAN** Mr. Holman stated that he had contacted the APMM (Association of Pennsylvania Municipal Managers) and a couple of the other manager’s associations to see who might be recently retired or looking for work and have an interest in an interim position. There are companies that do the same for a certain number of hours a week.
- SCHENCK** Mr. Schenck commented that his opinion was interest in “all of the above” categories. He knew of several individuals locally that he thought would be good candidates for the job of Administrator. He indicated he would forward that to Mr. Holman.
- HOLMAN** Mr. Holman commented that that the Pennsylvania Manager’s Association would vet any candidates. The board could review their resume, interview and put them through the employment process for the Administrator position. This would be done on a contract basis and not for a permanent position.
- SCHENCK** Mr. Schenck referred to the process of how YAUFRR provides Manager Services to Manchester Township. He wondered if there would be an opportunity for a township to provide Administrator services to Springettsbury.
- SWOMLEY** Mr. Swomley wondered if there would be anyone who would want to do so.
- SCHENCK** Mr. Schenck noted that’s the second part of the thought, but the third part is that their board would probably say no.
- PHAN** Ms. Phan commented that he was thinking outside the box.
- SCHENCK** Mr. Schenck noted he did not see the position of Administrator as a full-time position.
- PHAN** Ms. Phan agreed and added that if the staff (Managers) are doing their jobs, someone could be brought in quickly as an Administrator, and the board can focus the time on interviews and getting the right person for the Manager.
- SWOMLEY** Mr. Swomley stated his concern that if it is not done right with the Administrator and it ends up being a protracted search, the board would be in a bad position. It is critical to do a good job at both ends.
- PHAN** Ms. Phan added that it should be done as quickly, as accurately, and as efficiently as possible. She had written a list of questions, and some of them had been

answered. She had noted the timeframe, and a list of the most important items such as meetings that needed to be attended, paperwork, projects, communication with staff, and what is expected.

HOLMAN Mr. Holman noted that he would be very clear to communicate with the staff as far as the day he will leave, the policies that will stay in place, etc. He had already met with the Directors and will have a meeting with the employees.

SWOMLEY Mr. Swomley mentioned that the board could provide additional emphasis, if necessary perhaps with a Resolution and/or having a board member in some of the employee meetings so that it is well understood that the board is fully in support of keeping all policies in place.

PHAN Ms. Phan added that, in addition, letting the employees know that the board is there to support them through the transition would be very important.

SCHENCK Mr. Schenck noted that a conduit should be put into place so that if specific things are needed there is a provision.

HOLMAN Mr. Holman indicated he could provide a list of search firms for an interim Administrator.

C. Options/Plan for Permanent Hire

DVORYAK Mr. Dvoryak commented that he hoped a permanent Manager would be in place prior to the budget process. He asked Mr. Holman if it was typical in municipalities such as Springettsbury that the budget does not come out of the Finance Department rather than from the Manager. He understood that the Manager needed to review it before presentation to the board.

HOLMAN Mr. Holman responded that it is not a common practice that the Manager prepare the budget. Normally, the Manager oversees the process and everything is put together. The Manager does write a budget message that goes with it. He had been heavily involved in the budgeting process during his tenure here.

PHAN Ms. Phan added that that procedure had been new to her as well. The subject would be interesting to discuss as a board, perhaps in an executive session.

HOLMAN Mr. Holman added that a budget should project what the board wants done. The Manager makes any adjustments.

DVORYAK Chairman Dvoryak recapped the discussion:

- Board has given approval by Friday to see any names for an Administrator as well as particular firms for consideration.
- Discussion to be handled in Executive Session.

- All names to be funneled through Mr. Holman.

D. Manager Priorities for the Next 30 Days.

HOLMAN Mr. Holman stated that he had spent some time researching which would be the best firm if the board wanted to use a search firm to fill the Manager position. A summary of his perception of the requirements:

- A nationwide search or a search of the East Coast.
- Searching for an individual with strong professional credentials, ICMA credentialed
- Masters degree or numerous years of experience.
- Interest in inter-municipal projects and boards.

Mr. Holman strongly recommended the firm of Colin Baenziger Associates as the best search firm to work well with the board. Reasons:

- They would start the process this date with the board's approval.
- A Needs Analysis and Information Gathering would be done.
- Process includes Recruiting, Preliminary Screening, Full Background Checks, the Interview Process, Coordination and Township Manager Selection, Negotiation Board, Contract with the Manager and Continuing Assistance.
- Their travel costs are included.
- They only take two clients at a time.
- They specialize in public employer/Manager, Police Chief/Finance Officers.
- Total cost is \$23,000; additional requests by the board would be @ \$125 an hour and would need additional approval.
- Approval this date guarantee final interviews by September 5-6, 2014.
- Contract is not mutually exclusive; the Baenziger firm would vet board-recommended candidates.

Mr. Holman emphasized that he would receive nothing for his recommendation; nor was the Baenziger firm involved in the position he had accepted.

DVORYAK Chairman Dvoryak commented that he was impressed with the aggressive time line in terms of the demands of the board, for which the board will need to provide documentation to them quickly as to what the board wants in a Manager.

SWOMLEY Mr. Swomley commented that the Agreement indicates a timeline they could follow if the firm was selected this date.

DVORYAK Chairman Dvoryak added that would put the board in an interview phase in September.

HOLMAN Mr. Holman noted that each board member would put together a sheet indicating what he or she are looking for in a Manager. Mr. Holman noted that he has an 84-page Appendix A to their Agreement. It is available for the board members electronically.

SCHENCK Mr. Schenck stated that he was comfortable with their testimonials and client list, very impressed and was comfortable with the firm.

DVORYAK Chairman Dvoryak stated that he had not heard anything to stop from using the firm.

SWOMLEY Mr. Swomley agreed.

DVORYAK Chairman Dvoryak asked Ms. Phan if she had any other thoughts.

PHAN Ms. Phan responded that she did not.

MR. SCHENCK MOVED TO ENTER INTO THE SERVICES CONTRACT WITH COLIN BAENZIGER ASSOCIATES FOR A SEARCH NOT TO EXCEED \$23,000. MR. SWOMLEY WAS SECOND.

PHAN Ms. Phan questioned the extra \$125.00 an hour charge and how would that be handled.

HOLMAN Mr. Holman responded that it would have to be authorized.

SWOMLEY Mr. Swomley stated that a decision would have to be made as to where the money would come from.

HOLMAN Mr. Holman stated that with everything within the Agreement, he could not determine what additional costs there might be.

SWOMLEY Mr. Swomley noted that candidates and spouses visits would be over and above.

SCHENCK Mr. Schenck noted that by approving the Agreement, the board is signing up for those options and agreeing to pay, which he considered normal.

MOTION UNANIMOUSLY CARRIED.

3. PUBLIC COMMENT

DVORYAK Chairman Dvoryak opened the floor to the public.

CRUMLING Mr. Larry Crumling stated for clarification that the timeline was 60 to 90 days and asked if that was stated in the documentation.

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SCHENCK Mr. Schenck responded that it was in the Agreement, and if the board approved the project this date, they would complete the project by the first week of September.

CRUMLING Mr. Crumling asked Mr. Holman when he was leaving.

HOLMAN Mr. Holman responded that his final day would be June 16; however, the Agreement is for the permanent Manager and not for an interim Administrator.

CRUMLING Mr. Crumling responded that he understood.

HOLMAN Mr. Holman stated that an Administrator would be put into place, and the process had begun for that individual.

RAUSCH Solicitor Rausch noted that the interim Administrator would be for about three months or longer.

DVORYAK Chairman Dvoryak noted that it could be extended because time wise to make it September would make it longer, right in time for budget season.

ECKERT Don Eckert commented that the board surely realized that the time would go by quickly. It will be extremely important to communicate a clear authority to personnel in the absence of a Manager. People need a leader who will make things happen and the board needed to keep that in mind as the process evolves.

DVORYAK Chairman Dvoryak thanked him. He added that he felt confident, based on what he had heard the other board members state, that everyone is well aware of that, and the board will be sure to lead him or her.

PHAN Ms. Phan asked what the next step would be as a board.

DVORYAK Chairman Dvoryak indicated that each board member should begin to provide for this firm what the board wants in a Manager.

HOLMAN Mr. Holman stated he would call Mr. Baenziger this evening to advise him that the Agreement is approved. He may have documents for the board to complete and return. For the interim Administrator, send all the names to Mr. Holman and he will distribute and then schedule an Executive Session.

SCHENCK Mr. Schenck stated that there should be tight communication between Mr. Holman and Mr. Baenziger.

HOLMAN Mr. Holman noted that he had secured everything he needed to do for his new position. He expected to focus just on Springettsbury between now and the time he leaves. He noted he wanted to go to lunch with each of the board members, as they are available before he leaves.

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4. ADJOURNMENT

DVORYAK Chairman Dvoryak adjourned the meeting at 7:10 p.m.

Respectfully submitted,

John Holman
Secretary

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