



Township (City) Manager Position Available
Apply by May 2, 2018

Welcome to the Spring Garden Township

Tucked among the gentle rolling hills of southcentral Pennsylvania at the crossroads of I-83 and U.S. Route 30, lies Spring Garden Township. Its residents are well-educated, down to earth and represent a diversity of income strata. It is a warm, inviting place with a small town, almost rustic feel where everyone knows everyone—a great place to live, work, play, and raise a family. Largely residential, Spring Garden Township offers a laid back charm while the nearby city of York provides a touch of city life.

For those who like the outdoors, Spring Garden Township is a great place to be. Inside the township you will find recreational opportunities and the county's most exclusive country club. The park facilities include athletic fields, playgrounds, and basketball courts spread over four locations (Windsor,



Elmwood, Grantley and Tri Hill Parks) across the township. Alternatively, explore the numerous parks in York County and enjoy hiking, jogging, bike riding, or taking a horse out in the award-winning 21-mile long Heritage Rail Trail which traverses western Spring Garden Township. While you are there, pick up a pamphlet describing the complex geology along the route. Other nearby County parks include John C. Rudy Park, Rocky Ridge Park, William Kain Park, Richard Nixon Park and Nature Center, Spring Valley Park, Apollo Park, and the Wallace Cross Mill Historic Site. Birdwatching is a favorite pastime at the Native Lands Park, and one can find 79 acres of nearly uninterrupted meadowlands along the Susquehanna River at the Highpoint Scenic Vista & Recreation Area.

Interested in culture? Downtown York is less than 10 minutes away and offers a variety of venues. The Appell Center for the Performing Arts hosts nationally known acts. The York Symphony orchestra is excellent. The York County History Center houses historical artifacts and a library that is a major genealogical resource. One of York's treasures is the historic York Fair, which traces its roots as far back as 1765. It runs every September for ten days, and the fairgrounds host other cultural events throughout the year. Sports fans are not forgotten here—York is home to the Revolution of the independent Atlantic League of Professional Baseball.

Spring Garden Township is a wonderful place to live and has a wide variety of neighborhoods and housing options. The older established areas of Windsor Park, Mount Rose, Elmwood, and Grantley feature many well-maintained small family homes on a tree-lined grid-pattern street system. Numerous newer residential subdivisions such



Figure 1: Location of Spring Garden Township

as Hollywood Heights, Leafydale, Hillcroft, Strathcona Hills, Oakridge, Southwynd, Rosenmiller Farms, Oak Hill, Crows Nest and Farquhar Estates are characterized by large single-family residences on mature landscaped lots along quiet curving streets. The areas of Grantley Hills, Box Hill, Brockie and Wyndham Hills contain some elegant estates and are the most prestigious neighborhoods in the county.

Pricewise, Spring Garden Township is an affordable place to live. The median home price is approximately \$170,000, but you can spend less or quite a bit more. The 2010 Census estimated the township has approximately 4,500 housing units, of which 3,800 are owner occupied. About

500 of these were valued at less than the \$100,000 while another 225 were valued at \$500,000 to \$1,000,000, and 27 homes exceeded \$1,000,000.

The public schools serving the Township are provided by the York Suburban School District. It is excellent as are the area's private and parochial schools. York College of Pennsylvania, which is located in the township, offers an excellent post-high school education. The township is quite safe and its police force is accredited and proactive. As a result, parents feel comfortable letting their children ride their bicycles to the park.

Health care is outstanding here. The York area's two high quality hospitals—York Hospital and Memorial Hospital—are located in Spring Garden Township as are numerous other medical practices and clinics. If you feel you need more advanced or specialized care, the world-renowned Johns Hopkins is just down the road in Baltimore.

If you like to travel, I-83 and U.S. Route 30 provide quick links to the entire east coast metropolitan area and their accompanying attractions. Baltimore is an hour south, and Washington, D.C. is less than an hour beyond that. Philadelphia is two hours to the east, New York City is three and a half hours northeast, and Pittsburgh is four hours to the west. The Atlantic Ocean beaches are four hours east and the famed Chesapeake Bay is two hours to the south. Should you need to do business at the state capital, Harrisburg is just 25 miles north. Air travel is readily accessible—Harrisburg International Airport suits most traveling needs and is the third-busiest airport in the state. It is 40 minutes north of Spring Garden Township. Baltimore–Washington International Airport is just over

an hour south and Philadelphia International Airport is two hours to the east.

So if you are a highly skilled local government management professional who is looking for a place where you and your family can flourish, please read on.

HISTORY

In 1681, William Penn and his family were granted 44 “manors” covering 421,000 acres in what is now Pennsylvania or “Penn’s Woods”. These manors were essentially large tracts of land over which the proprietor had control and could collect rents. The largest of these was Springettsbury Manor (approximately 65,000 acres). It was formed in part, as an effort of the Penn Proprietors to stay the influx of Catholic Marylanders settling along the Susquehanna River in the late 1710s and early 1720s.

In 1722, the Native Americans living in the region, in a gesture of friendship towards Springett Penn (William Penn’s favorite grandson), transferred title to the land that became known as Springettsbury Manor. At the time it covered most of modern-day York County.

The fertile land and natural creeks within the Manor’s boundaries led to prosperity and growth. The mills constructed on those creeks sawed logs for housing, processed woolens for clothing, ground grain for food, made gunpowder and even distilled the potent whiskey favored by the early settlers.

Spring Garden Township was a part of Hellman Township from 1739 to 1822 when it split off and was named Spring

Garden Township. It grew steadily until 1891 when it split again. The western suburban area remained as Spring Garden Township while the agricultural interests to the east became Springettsbury Township.

Over the years, Spring Garden Township's population has grown slowly but steadily—for example, between 2000 and 2010 it grew 5.0%. The community is largely built-out and very little land remains to be developed. In fact, after the work at Regent’s Glen is completed, the township does not anticipate any significant future development with the possible exception of expansion at York College.

DEMOGRAPHICS

See Table I for Spring Garden Township Demographics.

CLIMATE

Spring Garden Township’s climate is characterized by four seasons and is typical of the mid-Atlantic region. The summers are warm, and the winters are cold. July sees average high temperatures in the mid–80s °F, with lows around 62°F. The winter months bring temperatures between 20°F degrees and 40°F. It snows an average of 10.5 days annually and the total annual snow fall is 25 inches. The area’s annual precipitation slightly exceeds the national average of 39 inches at around 41 inches per year.

GEOGRAPHY

Spring Garden Township is located in York County in southcentral Pennsylvania, a little to the east of the states’ center. It's a residential suburb to the City of York, bordering

Table 1: Spring Garden Township Demographics

Estimated 2016 Population: 12,840			
Distribution by Race		Distribution by Age	
Caucasian	88.9%	0 to 15	15.5%
African American	5.4%	15 to 25	22.3%
Asian	22.5%	25 to 45	19.3%
Native American	0.0%	45 to 65	26.2%
Two or More Races	3.2%	65 to 85	13.4%
Total	100%	Over 85	3.3%
Hispanic (all races)	6.4%		

Educational Achievement (over age 25)	
High School or Higher	93.5%
Bachelor’s Degree or Higher	42.8%

Other Statistics	
Median Age–Spring Garden Township	37.9
Median Age–U.S.	37.4
Poverty Rate	5.2%
Median Income–Spring Garden Township	\$59,853
Median Household Income–York County	\$55,322

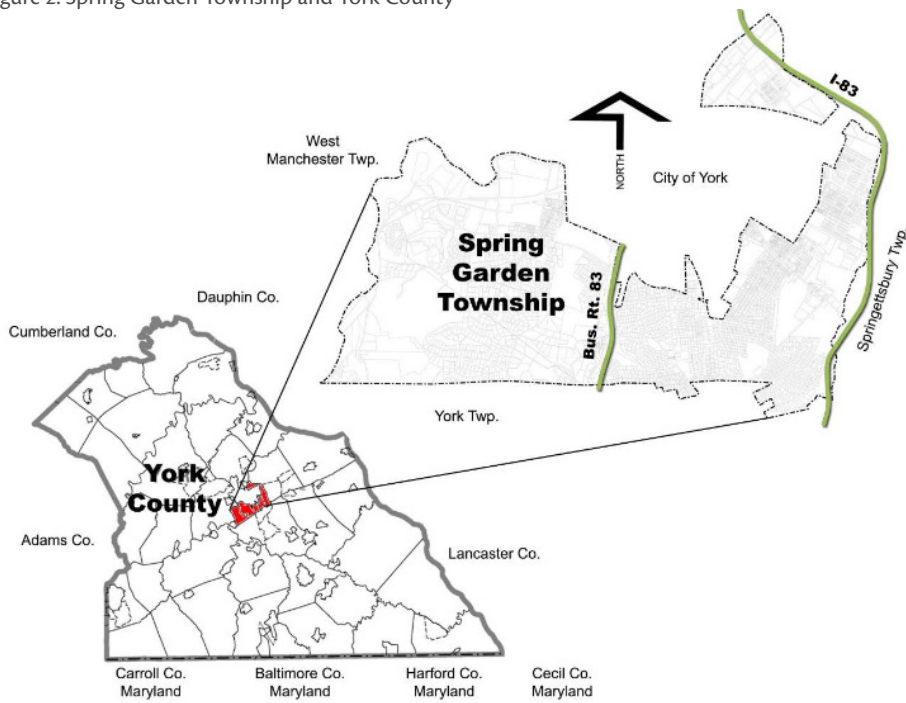
Source: U.S. Census Bureau

it on three sides, almost as if it were a cup holding water. See Figure 2, on page 5. The area is characterized by gently rolling hills and pleasant scenery. Overall, the township covers 6.7 square miles.

COMMERCE

Spring Garden Township is characterized by residential housing with no significant retail or commercial properties,

Figure 2: Spring Garden Township and York County



collegially. They have a great deal of respect for Township staff. Spring Garden Township employs a liaison system where each Commissioner focuses on and specializes in one area of the Township government. Residents have confidence in their government and public attendance at Board meetings is generally less than five people.

The Board of Commissioners meets monthly and appoints the Township Manager as well as the Township Solicitor and Engineer. Spring Garden Township has a general fund budget of a

and waning manufacturing operations. The largest employer in the township is York College of Pennsylvania.

THE GOVERNMENT

Spring Garden Township is a First Class Township under Pennsylvania law and provides all the services most cities provide. A five-member Board of Commissioners is elected by geographic wards and is charged with the general governance of the Township; specifically, the execution of legislative, executive, and administrative powers in order to ensure the sound fiscal management of the Township as well as securing the health, safety, and welfare of the citizens of the community. While two members of the Board are recently elected, the Board is represented by a variety of experience, with one Commissioner having served since 2008. The next election will be in the fall of 2019 and three board seats will be available. The Commissioners are dedicated, intelligent, well-educated and operate

little over \$8.2 million and a total budget of approximately \$12 million. The sewer fund at \$3.2 million composes the bulk of the difference between the two budgets. The Township has no debt.

Typical of First Class Townships in Pennsylvania, Spring Garden Township provides the following services: community development, police, public works, and recreation. The Township Manager oversees the municipality's day-to-day operations. Staffing is very lean and totals 44 employees. The Manager and Fiscal Officer compose the administrative staff. Public Works has a supervisor and 12 staff who work on buildings, grounds, streets and sewers. The police department is composed of the Chief, 19 uniformed officers, two administrative personnel and a full time and a part time parking enforcement officer. Other staff are the Community Development Director, the Administrative Codes Clerk, the Code Enforcement Officer, the Recreation Program

Coordinator, and the Administrative Clerk. Overall, the streets are very well maintained, but facilities are dated. The Township provides public sewer to most properties; public water is provided by the York Water Company, a private utility.

The Township has two collective bargaining units: the Spring Garden Township Police Officers Association (which represents the police officers and is not affiliated with any larger entity) and the Teamsters (which represents the public works employees).

York Area United Fire and Rescue (YAUFR) serves as the Emergency Management Agency for the Spring Garden, Springettsbury, and Manchester Townships. Formed in 2006 by the merger of Spring Garden and Springettsbury Townships' fire departments, YAUFR's seven-member governing board is composed of two elected officials from each township and a citizen at large. Each of the townships contributes to YAUFR's funding.

THE CHALLENGES AND OPPORTUNITIES

Spring Garden Township is in good fiscal health and historically, the Board and Township Manager have been very conservative financially. That said, the next manager should expect to be very busy.



The first thing the Manager will notice upon beginning work is that the Township is not staffed at the level of most comparable government agencies. That means that the individual will need to be very hands on and closely involved in day-to-day operations. For example, the current manager is serving as the Manager, the Recreation Director, the Assistant Tax Collector, the Board Secretary, and the Chief Financial Officer for the Township.

Resources will need to be carefully managed as the Township is largely built-out and no significant increases in funding are envisioned. Balancing wants and needs with existing resources will be a challenge. For example, many of the more established residents want continued high-quality services but do not want to see their taxes increased. At the same time the population is shifting to a younger demographic and they are asking for additional parks and recreational opportunities.

Facilities are and will be a challenge. The good news is the roads are well maintained and, in the near future, the Manager will be involved in (1) the construction of a new \$12M municipal complex for Police, Administration, and Recreation at the Township's Tri Hill property, and (2) the renovation of the existing administration building for Public Works. Other facilities yet to be addressed are the two fire stations in the Township as the Grantley Station is past its useful life and the Victory Station will need work in the foreseeable future.

It is anticipated that the new Manager will bring a fresh set of eyes and critically examine every aspect of the organization. For example, the Township employees need written position descriptions and it is felt the better use of

existing technology could free some resources for other uses.

Other challenges include: (a) Working collaboratively with the City of York on issues and problems that affect both municipalities, (b) Improving communications residents including capitalizing on technology, (c) Increasing the trust residents have in local government, and (d) Meeting stormwater mandates from outside agencies.

THE IDEAL CANDIDATE

The Township Board Members are seeking a dynamic leader and manager who will not only work with them as a partner, supporter, and trusted advisor, but also will be deeply enmeshed in the workings of Township government. He/she will be a supervisor who is in the trenches with the staff helping to get projects done. At the same time, the individual will be a strategic thinker and not lose sight of the big picture.

Personally, the individual will be positive, upbeat, and proactive as well as intelligent and fair. The ideal candidate will be decisive and is achievement oriented. While visionary, he/she will be practical and creative when approaching issues or problems. He/she will strongly believe in transparency and understand its role in building trust with the public. The individual will not be afraid to diplomatically tell the Board and the public what they need to hear, not what they would like to hear. The best candidate will understand politics but not be involved.

With limited resources, the next Manager will need to carefully examine Township operations. The

Commissioners want to ensure operations are optimized. They want someone who asks questions and does not accept things as they are simply because that is the way they have always been done. Rather, they want someone who will challenge the staff and processes.

Part of the effort will be to determine if the operations can be conducted more efficiently and if the right people are in the right job. To accomplish this review, the ideal candidate will possess strong analytical skills. Ideally the individual, in cooperation with the Board, will also be able to identify possible new revenue sources.

The Manager will be someone who is comfortable in the community and someone whom the community will grow to admire and respect. The individual will have outstanding communications skills. He/she will always be listening and looking for ways to make the municipality more responsive. Customer service and integrity will be core principles and a way of life for the Manager.

While being the boss, the individual will be respectful of the Township's staff. Where possible, he/she will be a mentor who delegates and encourages an environment where employee growth and creativity are valued and will flourish. The Manager will give assignments, set high expectations, and expect results. Employees will be held accountable.

The Manager serves as the Township's lead negotiator with the unions and sits at the table during contract discussions. As such, experience with labor relations and collective bargaining is essential.

The position requires a Bachelor's degree in business administration, public administration, public policy, engineering, finance, or related field, and at least three years of increasingly responsible experience as a senior level government executive—preferably in a city/township manager or assistant level position.

COMPENSATION

The salary range is \$100,000 to \$130,000 and the salary will depend on qualifications and experience. Benefits are excellent.



THE MOST RECENT TOWNSHIP/CITY MANAGER

The current Township Manager will be retiring on June 30th after 15 years with Spring Garden Township as the Manager.

RESIDENCY

The Township Manager is required to live within the Township boundaries and the Board has a strong preference for the Manager to do so. That said, the Board can waive the requirement.

HOW TO APPLY

E-mail your resume to Recruit49@cb-asso.com by May 2nd. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 220-4320.

INTERNAL CANDIDATES

While internal candidates may apply, the Township is sincerely committed to selecting the best and most qualified candidate whoever that may be.

CONFIDENTIALITY

Under Pennsylvania law, the recruitment process may be kept confidential. As such, no candidate names will be released without the candidate's permission.

THE PROCESS

Applications will be screened between May 2nd and May 28th. Finalists will be selected on May 29th. Interviews

will be held on June 12th. A selection will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

Spring Garden Township is an Equal Opportunity Employer and encourages women, minorities and veterans to apply.

ADDITIONAL INFORMATION

For additional information about Spring Garden Township visit:

<https://www.springgardentwp.org/>

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING