



West Manchester Township

2023 Strategic Plan

WEST MANCHESTER TOWNSHIP (WMT)

2023 Strategic Planning

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WEST MANCHESTER TOWNSHIP (WMT)

2023 Strategic Planning

EXECUTIVE SUMMARY

In late September of 2022, the West Manchester Township Board of Supervisors began the Strategic Planning process with the services of Dame Leadership. Strategic Planning is a largely internal process designed to improve an organization's operations, culture, and ultimately the outcomes that the organization delivers, in this case, to the stakeholders (residents, businesses, collaborating entities, and organizations).

The process involved one-on-one interviews with Department Heads, the Township Manager and the Board of Supervisors, and collaborators with West Manchester Township, planning sessions with the Township Manager and Board of Supervisors including a planning session with Department Heads, Township Manager, and Board. It is a forward-looking process demonstrating the willingness of all involved to continuously strive to improve and provide better service for West Manchester Township for a better future.

As a result of the process, clear process benchmarks are established starting with purpose, but time is given to clarify and develop the Mission Statement. Every organization, public, private sector, and not-for-profit sector, needs and must have a Mission Statement. The Strategic Planning process helps to tune up and define the Mission of the West Manchester Township Government as follows:

- To efficiently, responsibly, and creatively provide essential municipal services that build long-term value, high-quality of life, and a favorable business climate while protecting the health, safety, and rights of all who live in, work in, and visit West Manchester Township.

A mission statement is essential, so every person elected and working for West Manchester Township understands why their job is essential and what defines success. It also builds teamwork and a sense of belonging to something bigger than a job.

Additionally, the Strategic Planning process helped to identify West Manchester Township's core values:

- Integrity
- Service
- Fiscal Responsibility
- Trust
- Leadership

While values are aspirational in nature, identified behaviors that were developed cite actions that are expected:

- Do the right thing, always
- Honor commitments
- Deliver legendary service
- Make quality personal
- Deliver timely results
- Think and act like a taxpayer
- Listen generously
- Get clear expectations
- Communicate clearly

- Practice blameless problem-solving
- Take ownership

Again, these behavioral actions are shared and become a guidance tool for all involved in the West Manchester Township Government to work collaboratively and to the best of their abilities. In addition, it helps to define the expectations and organizational culture of West Manchester Township.

The process included some internal charting of Strengths, Weaknesses, Opportunities, and Threats and identification of Strategic Anchors, items of importance to always keep in focus:

- Quality of Life (Family, Schools, Services & Amenities)
- Business Friendly & Job Opportunities
- Good Service, Great Reputation
- Controlled, Healthy Growth

The Strategic Planning process allowed the Board of Supervisors, Township Manager, and Department Heads to share big ideas that are included in the plan summary. Still, the more extensive list focused on Strategic Initiatives that will be targeted to be achieved over the next three years. The Strategic Initiatives are as follows:

- Reinforce Culture
- Continuously Improve Communications
- Create a Strategic Plan
- Develop Succession Planning
- Update the Comprehensive Plan
- Update the Zoning Ordinance
- Implement Water, Sewer, and Storm Water Infrastructure Projects
- Maximize Grant Funding when and where possible
- “Think Big” about Water issues
- Refresh Human Resources Policies

The final steps of the Strategic Plan Development process (prior to plan implementation) were prioritization, development of an approximate implementation timeline, assigning responsibility to Supervisors, Township Managers, and Department Heads, and adoption of the Strategic Plan to have another tool for West Manchester Township to utilize over the course of the next three years.

By developing and implementing a Strategic Plan, many organizations adopt regular Strategic Planning processes every three to five years, both with and without professional assistance. They find Strategic Planning a helpful approach to hearing from their team, looking at future challenges and opportunities, and delivering better outcomes for their stakeholders, in this case, the residents, businesses, collaborative partners, and others who interact with West Manchester Township.

Dame Leadership: Our Purpose



Ed Dame
President



Dave Black
Strategic Partner



Tedd Wheeler
Leadership Consultant

- We help organizations and leaders to become better
- We create a safe, structured environment for facilitated discussion, planning, and cohesion
- We learned the Organizations we work with
- We encourage open dialogue and candid conversations
- We keep teams focused on the objectives and expectations of this process
- We helped build strategic plans and organizations

We help others become better and more purposeful leaders.



Start



planning with purpose

TRANSFORM YOUR PURPOSE INTO YOUR LEGACY

1

Purpose

- Purpose – What is our “Why”?
- Mission – How do we live our Purpose?



12/09/2022



Culture

- Core Value – What is essential to us?
- Behaviors – How do we behave on a day-to-day basis?

3

2

Strategy

- Sandbox – What is our niche?
- Strategic Anchors – What are our business drivers moving us toward purpose?
- Activated SWOT – Strategic analysis to drive focused execution



01/10/2023

01/05/2023

4

Execution

- 3-Year Vision
- 1-Year Plan
- Quarterly Priorities

5



DEPARTMENT HEAD

01/31/2023

Jun/2023

01/26/2023



8

Metrics

- KPIs – How do we know we’ve arrived ?
- Accomplishments – What are the big wins since we last met?



Sep/2023

6

6

Finish

9

Dec/2023

Strategic Planning Process Begins with Research, Data Collection

Intentional Strategic Planning for Better Outcomes

The Strategic Planning Process began with data collection. The first step was a series of 20 in-depth confidential interviews lasting roughly 60 minutes each to seek input into WMT Organizational Purpose and Culture.

Interviews were conducted with the following groups:

- Supervisors
- Township Manager
- Department Heads
- External Collaborators/
Stakeholders

Additional Data Gathering Tools were also used for more granular information:

- SWOT (Strengths, Weaknesses, Opportunities and Threats)
- Organizational Health Survey

EXECUTIVE SUMMARY OF WMT INTERVIEWS

GENERAL COMMENTS

Productive conversations held with all three Supervisors, Township Manager, WMT Department Heads and Stakeholders.

Board of Supervisors were very cooperative, supportive of maintaining (present and future) a good place to live and do business; all willing to talk and discuss their roles, organizational aspirations and their individual perspectives. All care about WMT.

Township Manager has great insight. Kelly Kelch is very highly regarded. He is viewed as a valuable asset to WMT, a knowledgeable professional and ambassador for WMT. His expertise in municipal government is acknowledged by all, while he recognizes there is always room for growth. The chain of command from Board to Township Manager seen as extremely effective by Department Heads and Stakeholders.

Dedicated, committed Departments Heads. All care about their work and about the future of WMT. They are a talented, professional and experienced group. A rough calculation totals nearly 100 years of combined municipal government experience. Newer Department Heads can learn from experience of others. From stakeholder feedback, all feel Department Heads care about people they serve.

ENGAGED, POSITIVE, CONSTRUCTIVE, COMMENTS FROM STAKEHOLDERS:

- “WMT is in the top tier of the 72 municipalities in York County.”
- “One of two best experiences I’ve ever had in working on many, many projects around the country.”
- Vision statement needs more than: “Good services, low taxes.” Something of what WMT offers in diverse businesses, a good place to live and aspirations for the future.
- Website is information rich, but offers no vision, no mission, no aspiration or inspiration.

- Need additional housing for younger families – growth is a little stagnant. People are happily aging in place – limited home ownership opportunities for young families.

ENGAGED RECURRING THEMES FROM INTERVIEWS:

- Board Cohesion and Function – keep focus on outcomes for the good of WMT, while embracing discussion, agreement and disagreement on policy issues among the Board of Township Supervisors.
- What is the organizational culture of the Board? What will it be?

COMMUNICATION WITH WMT RESIDENTS, BUSINESSES AND OTHER STAKEHOLDERS

- Incrementally improve generally good communication with residents.
- Improve communication with, businesses, staff and stakeholders.
- Be clear and intentional shared, commonly known by all staff in WMT and communicated to residents and stakeholders.
 - More group interaction among Department Heads and Township Manager to share, learn and become better at understanding overall WMT direction and needs.
 - Additional stakeholder communication suggested.
 - Newsletter is universally praised – requests to extend to stakeholders, many are aware, but few receive it.
 - Website is a good tool with useful information, packed with information. Could be cleaner, easier to navigate

WMT PROJECTS/NEEDS IDENTIFIED MENTIONED:

- Comprehensive Plan and Zoning Ordinance Updates
- Sewer collection system repair/replacement
- Stormwater collection/remediation system
- Vision, mission, values – aspirational vision for future, continued moderate growth

- Be better prepared for transitions with Board Members, Department Heads and other key staff.
- Celebrate staff milestones, retirements from time to time.
- Plan for evolving, anticipated need of additional human resources.
 - Reasonable staff enhancement (at all levels) to keep up with WMT growth, duties and responsibilities.
 - Develop recruitment strategies.
- Constantly explore use of technology when and where appropriate (perhaps ease human resource need).

West Manchester Township

Activated SWOT Survey Summary

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ● Community & Customer Focus ● Community Communications ● Competent, Caring & Professional Employees ● Competent Leadership ● Asset Management 	<ul style="list-style-type: none"> ● Organization Vision ● Community Participation ● Paper Records ● Trust ● Employee Equity ● Board Involvement & Perceptions
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ● Community Communications ● Technology Upgrade ● Infrastructure (Sewer) Upgrade ● Zoning Ordinances 	<ul style="list-style-type: none"> ● Local, State & Federal Economy ● Zoning Ordinances ● Employee Wages & Benefits ● Employee Safety

	WMT Organizational Health Survey Summary (5 strong/1 weak - total % of 4 + 5 responses)	Strong Score
1	All of us at WMT, Supervisors, Manger, Dept Heads, Staff, Volunteers do our best to be the right people and to fill positions with the right people doing the right jobs	77%
2	WMT has proven processes for serving our constituents. All management and staff are aware of these processes of delivering exceptional customer serve to our constituents	69%
3	We have a budget and monitor it regularly (monthly), including all Dept Heads, Township Manager and Supervisors	69%
4	All Departments clearly identify, discuss, and solve key issues, or deliver the issues to the Twp Manger for discussion with the Supervisors for the freater good and long-term welfare of WMT	62%
5	WMT duties and responsibilities are clear. We do our very best to deliver those services to residents, organizations and businesses (constituents) located in WMT	61%
6	In addition to daily duties and responsibilities, everyone has additional priorities and are focused on them (1 to 4 per quarter)	61%
7	Our public meetings reflect a team approach with Elected Leadership professionally debating and taking action on items using good background information and recommendations from the Township Manager	61%
8	At Public Meetings, the Township Manager, Dept Heads and Staff receive collective credit and recognition from the Supervisors when deserved, with occasional individual recognition for service beyond the call of duty	61%
9	Regarding budget, revenue status and expenditures can greatly vary in any given year due to unexpected revenue (rare) at times and disruptive events that require unbudgeted funds. We try to make our constituents aware of these unexpected events/expenditures.	54%
10	Our vision is clear and all of our efforts communicate that and do our very best to deliver it	47%
11	WMT core functions as a municipality are clear and our processes and systems reflect that	46%
12	Everyone is engaged at Dept and Organizational Staff Meetings	46%
13	WMT has an organizational chart that reflects accountability to direct reports as well as the constituents of WMT	46%
14	Our leadership team (Supervisors and Manager) is open and honest and demonstrates a high level of trust	46%
15	We have a system of receiving regular constituent feedback and try to understand their level of satisfaction, knowing we generally hear from those with problems and rarely from those who are satisfied with our services and operations.	38%
16	All WMT operational systems and protocols are documented, simplified and followed by all	31%
17	WMT has a shared vision by Supervisors, and Management Staff that has been communicated to all staff and is shared by all	23%
18	WMT core values are clear, and hire, review, reward and, if needed, fire around them	23%
19	WMT has some 5 year or longer target projects or issues that will need to be and are being addressed that WMT appropriate Leadership	16%



Organization Health Influences

Regarding budget, WMT leadership is fully aware revenue status and expenditures can greatly vary in any given year due to unexpected revenue at (rare) times and disruptive events that require unbudgeted funds.

We try to make our constituents aware of these unexpected events, particularly expenditures.

Many examples of which are listed below:

- Natural Disasters
- Pandemics
- Political disruption at higher levels
- Police Emergencies
- Industrial Emergencies
- Public Safety Emergencies (Major Fire, local health and other safety issues)
- New State and/or Federal Unfunded Government Mandates
- Tax Policy Change (State, Federal Tax Reform)
- Public understanding of responsibilities, role and scope of authority and responsibility at Township Level
- Next Generation Workforce Issues (who replaces the team we have @ retirement?)
- Major Litigation
- Undesirable, but legal land use
- Etc.

Statement of Purpose:

Organizations know what they are doing, but often don't have it stated anywhere. For leadership, senior staff and all employees of any organization, it's important to know and articulate the purpose of the organization. In the case of West Manchester Township, all agreed the statement of purpose was:

To serve the residents of WMT with the highest quality municipal services at the most reasonable cost to our taxpayers.

A Vision Statement

As important as understanding purpose of an organization, it's all important that all employees share a common vision, often through an short statement based around purpose and stated in more aspirational language and referred to often as a Mission Statement. WMT Township leadership agreed on the following language:

West Manchester Township: A leader in public service, quality of life and building a better tomorrow

Organizational Culture

Within every organization, there is a culture of how it's operated, largely unwritten guidelines on behavior, standards or core values for the organization and those things that anchor the organization to their mission and goals. The Strategic Planning process for WMT identified the following Core Values, Behaviors and Strategic Anchors:

CORE VALUES

Integrity
Service
Fiscal Responsibility
Trust
Leadership

BEHAVIORS

Do the right thing, always
Honor commitments
Deliver legendary service
Make quality personal
Deliver timely results
Think and act like a taxpayer
Listen generously
Assume positive intent
Get clear expectations
Communicate clearly
Practice blameless problem-solving
Take ownership

STRATEGIC ANCHORS

Quality of Life
(Family, Schools, Services & Amenities)
Business Friendly & Job Opportunities Good
Service, Great Reputation Controlled, Healthy
Growth

Strategic Planning Work Sessions

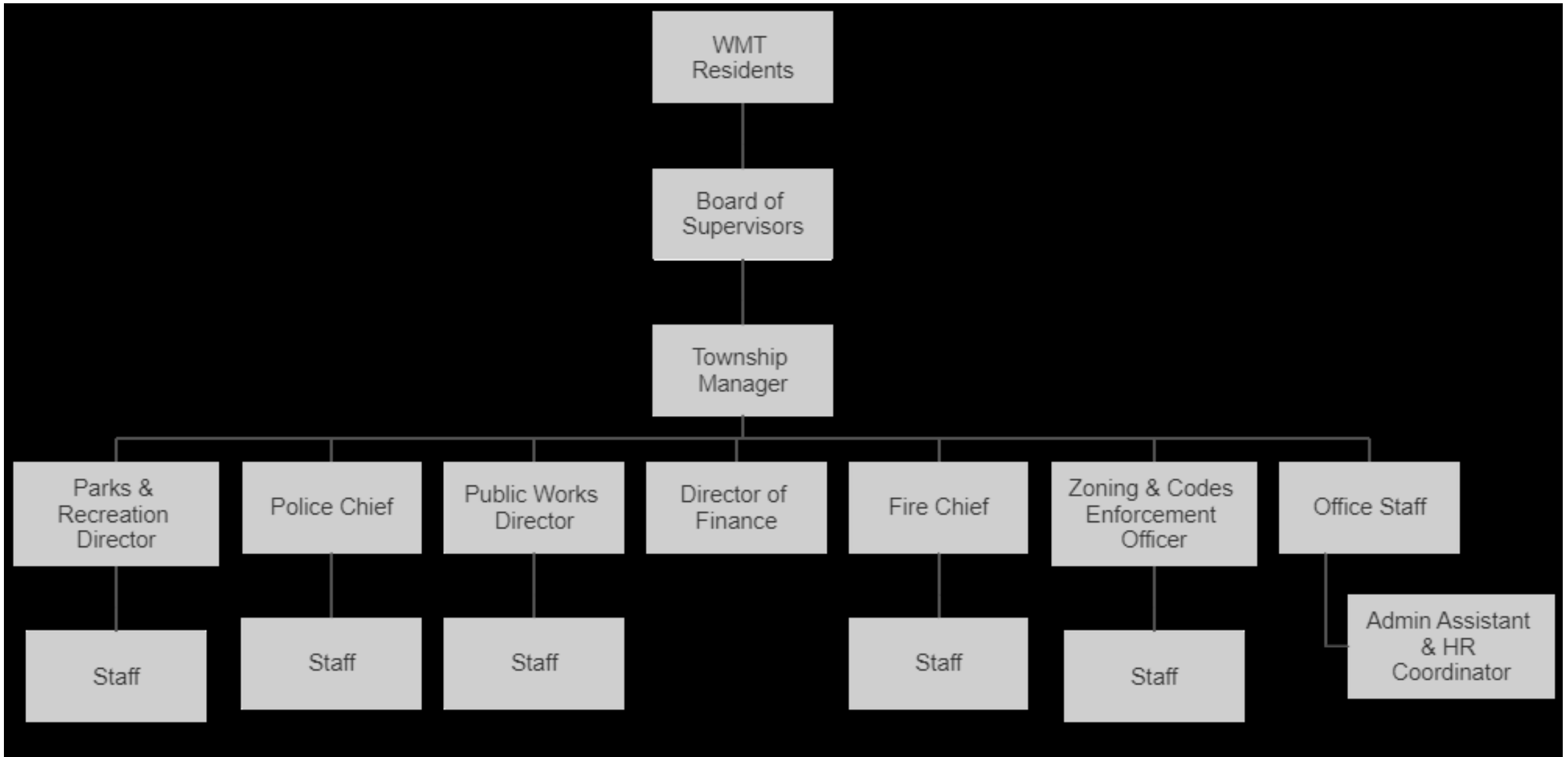
Six separate two-hour strategic planning works sessions were held between early December of 2022 and early February of 2023. Five sessions included the three Township Supervisors and the Township Manager, one session included the Supervisors, Township Manager and Department Heads.

Much of the data used in the Strategic Plan was found in the Interviews, Organizational Health and Strength, Weakness, Opportunity and Threat Surveys. That information was shared and discussed during these sessions as the results were determined how, if and where they would appear in the strategic plan. Feed back from those closest to daily operations is a valuable tool to building the strategic plan.

We examined WMT organizational structure, discussion best practices of governance in the public sector, including roles and responsibilities of the Board of Supervisors, relationship to the Township Manager and his management of Department Heads.

Additionally, these sessions produced both long and short term goals, but also served as a reminder that the daily responsibilities in Township Governance and Operations are always a priority in serving WMT Stakeholders that include the residents, businesses in the township, those doing business in the township, nearby governments and organizations that interact on a regular basis with the township and those visiting the township to shop, visit or simply passing through.

The fourth session spend some time talking about Governance, roles of the Supervisors, Township Manager, Department Heads and best practices in governance from outside sources, some of which are included in the strategic planning documents.





Carver Policy Governance Guide

Board's Domain:

- Establish ends & Executive Limitations

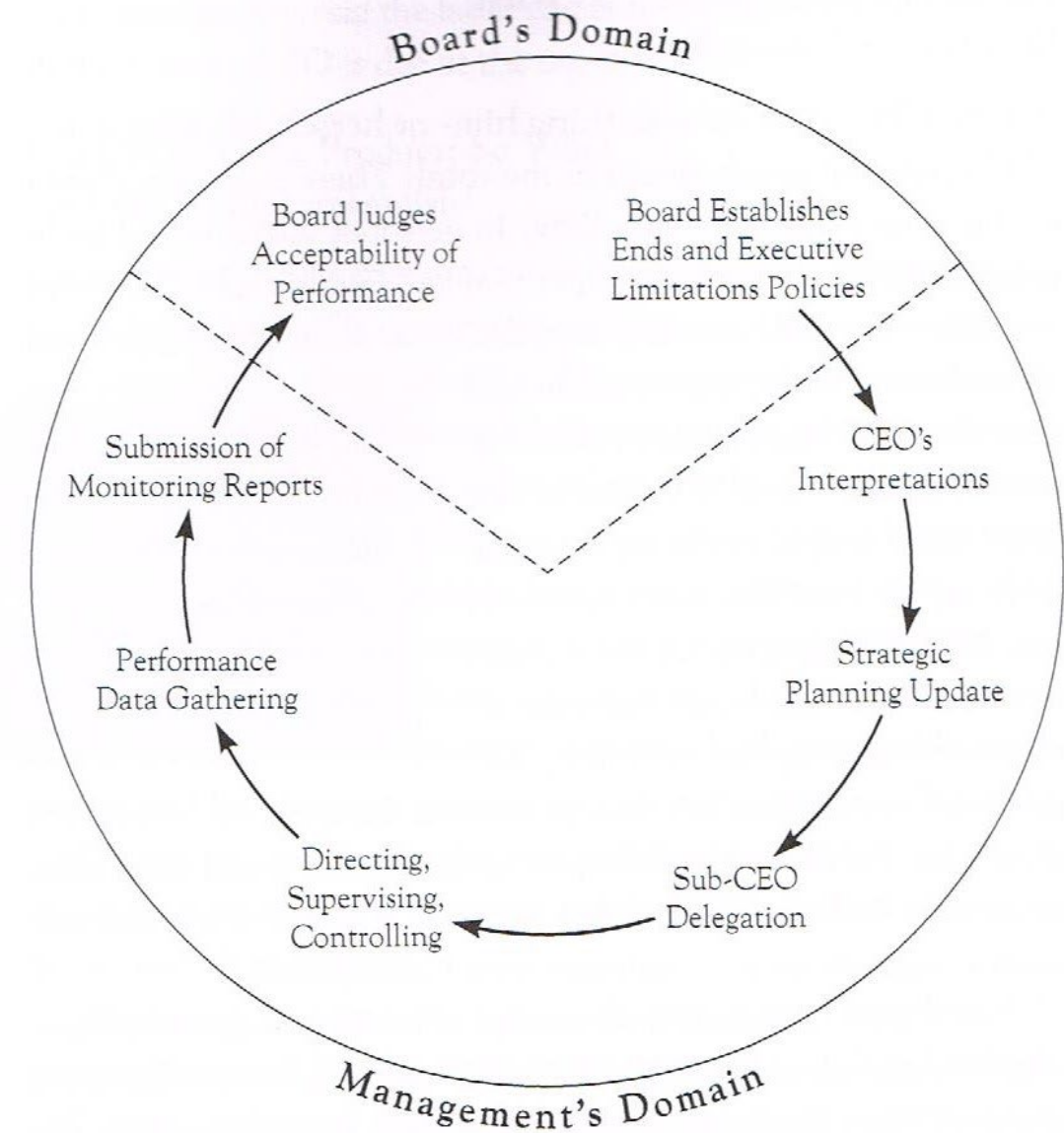
Management's Domain:

- CEO Interpretations
- Strategic Planning Update
- Delegation to Dept Heads
- Direct, Supervise, Control
- Gather Performance Data
- Submission of Monitoring Reports

Board's Domain:

- Judges Acceptability of Performance

Figure 2. The Cycle from Policy to Monitoring.



Goals for the next three years

Through the use of the interviews, research and discussions among leadership, a series of Goals (referred to as “BHAGs” – Big Hairy Audacious Goals) were developed and prioritized.

Some were included in the three-year Strategic Plan, while other goals, deemed to be important, yet unlikely in the next three can be found in the “parking lot” section of the plan. The purpose of the parking lot goals are to keep them on the WMT radar for the future. Goals are summarized by category below:

Big 3 Year Goals:

Enhance Employee Experience (Workforce!)
Communicate Effectively
Educate Everyone
Strive for Transparency
Enhance Stakeholder Experience
Optimize Water (drinking, sewage, storm)
Improve Infrastructure
Encourage Volunteerism
Refresh Governance
Plan for the Future
Public Safety, Public Services (always)

Year 1 Priorities

Reinforce Our Culture
Continuously Improve Communications
Create a Strategic Plan
Develop a Succession Plan
Update the Comprehensive Plan
Implement Water & Sewer Infrastructure Projects
Maximize Grants for Alternative Funding
“Think Big” About Water
Refresh HR Policies
Public Safety (always a priority)

Quarterly Priorities

Celebrate Success & Behavior of the Month
Launch My WMT App
Present & Publish Strategic Plan
Conduct a People Assessment
Award Comprehensive Plan contract
Complete Q2 Infrastructure Projects
Conduct a Grant Audit

*Publish a “think big” about water info paper
Revise HR Policies*

Future Projects to keep on Operational Radar




*Update Zoning (following completion of Comp Plan)
Residents able to use credit/debit cards to pay fees & taxes
Operational HVAC System needs
Digital Planning & Storage (conversion of paper files)
Athletic Complex (indoor & outdoor)
Leverage fiscal stability (strong tax/fee base)
State of the art Public Safety Center
Post employment benefits (explore options, costs, etc.)
...others*



Summary of Strategic Plan

A graphic summary of the strategic plan follows these pages in a two page format that is easy to follow. It is generally found to be a helpful tool that can easily be checked and used as a quick reference document by the Supervisors, Township Manager and Department Heads, as well as shared with staff for team building and continuing improvement of the WMT Organizational Culture.

Vivid Vision

While aspirational in nature, we did ask the Board of Supervisors to develop a Vivid Vision of three years down the road, based on what is including in the strategic plan, which is the final document in the report.

Pillars of Purpose		
 <p>PURPOSE</p>	<p><u>Purpose</u> (What is our “Why”?)</p> <p>To serve the residents of WMT with the highest quality municipal services at the most reasonable cost to our taxpayers.</p>	<p><u>Mission</u> (How do we live out our Purpose?)</p> <p>To efficiently, responsibly, and creatively provide essential municipal services that build long-term value, high-quality of life, and a favorable business climate while protecting the health, safety, and rights of all who live in, work in, and visit WMT.</p>
 <p>CULTURE</p>	<p><u>Core Values</u> (Ideas) (What is essential to us?)</p> <ol style="list-style-type: none"> 1. Integrity 2. Service 3. Fiscal Responsibility 4. Trust 5. Leadership 	<p><u>Behaviors</u> (Actions) (How do we behave as a company on a day-to-day basis?)</p> <ul style="list-style-type: none"> • Do the right thing, always • Honor commitments • Deliver legendary service • Make quality personal • Deliver timely results • Think and act like a taxpayer • Listen generously • Assume positive intent • Get clear expectations • Communicate clearly • Practice blameless problem-solving • Take ownership
 <p>STRATEGY</p>	<p><u>Sandbox</u> (What is our niche?)</p> <p><i>Geography:</i> See the WMT map</p> <p><i>Target Customer:</i> Residents, Businesses & Visitors</p> <p><i>Services:</i> Municipal Governance, Public Safety, Emergency Response, Water Management, Public Infrastructure, Parks & Recreation, Refuse & Recycling, Tax Collection & Administration</p> <p><u>Strategic Anchors</u> (Business drivers moving us towards purpose)</p> <ol style="list-style-type: none"> 1. Quality of Life (Family, Schools, Services & Amenities) 2. Business Friendly & Job Opportunities 3. Good Service, Great Reputation 4. Controlled, Healthy Growth 	<p><u>SWOT</u> (Strategic analysis to drive focused execution)</p> <div> <p><i>Strengths (Internal - Leverage)</i></p> <ul style="list-style-type: none"> • Community & Customer Focus • Community Communications • Competent, Caring & Professional Employees • Competent Leadership • Asset Management </div> <div> <p><i>Weaknesses (Internal - Build)</i></p> <ul style="list-style-type: none"> • Water • Organization Vision • Community Participation • Paper Records • Trust • Employee Equity • Board Involvement & Perceptions </div> <div> <p><i>Opportunities (External - Capitalize)</i></p> <ul style="list-style-type: none"> • Water • Community Communications • Technology Upgrade • Infrastructure (Sewer) Upgrade • Zoning Ordinances </div> <div> <p><i>Threats (External - Defend)</i></p> <ul style="list-style-type: none"> • Water • Local, State & Federal Economy • Zoning Ordinances • Employee Wages & Benefits • Employee Safety • Community Feedback </div>

From Purpose to Impact																								
 EXECUTION	3-Year Strategic Vision (Date: 2025) Big, Hairy, Audacious Goals (BHAG): <ul style="list-style-type: none">Enhance Employee ExperienceCommunicate EffectivelyEducate EveryoneStrive for TransparencyEnhance Stakeholder ExperienceOptimize Water (drinking, sewage, storm)Improve InfrastructureEncourage VolunteerismRefresh GovernancePlan for the Future	1-Year Strategic Plan (Date: 2023) Strategic Initiatives: <ul style="list-style-type: none">Reinforce Our Culture [SH]Continuously Improve Communications [KK]Create a Strategic Plan [DM]Develop a Succession Plan [KK]Update the Comprehensive Plan [RSa]Implement Water & Sewer Infrastructure Projects [RSh]Maximize Grants for Alternative Funding [KW]“Think Big” About Water [RR]Refresh HR Policies [KK]	Quarterly Priorities (Q2 - Date: Apr-Jun 2023) <table><thead><tr><th>Description</th><th>Owner</th></tr></thead><tbody><tr><td>Celebrate Success & Behavior of the Month</td><td>SH</td></tr><tr><td>Launch MyWMT App</td><td>KK</td></tr><tr><td>Publish & Present the Strategic Plan</td><td>DM</td></tr><tr><td>Conduct a People Assessment</td><td>KK</td></tr><tr><td>Award Comprehensive Plan contract</td><td>RSa</td></tr><tr><td>Complete Q2 Infrastructure Projects</td><td>RsH</td></tr><tr><td>Conduct a Grant Audit</td><td>KW</td></tr><tr><td>Publish a “Think Big” About Water Info Paper</td><td>RR</td></tr><tr><td>Publish # Revised HR Policies</td><td>KK</td></tr></tbody></table>		Description	Owner	Celebrate Success & Behavior of the Month	SH	Launch MyWMT App	KK	Publish & Present the Strategic Plan	DM	Conduct a People Assessment	KK	Award Comprehensive Plan contract	RSa	Complete Q2 Infrastructure Projects	RsH	Conduct a Grant Audit	KW	Publish a “Think Big” About Water Info Paper	RR	Publish # Revised HR Policies	KK
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	Parking Lot (We don’t want to lose items from our last meeting.) <div><div><ul style="list-style-type: none">Update the Zoning Ordinance [RSa]Athletic Complex (indoor & outdoor)Digital Planning & Storage</div><div><ul style="list-style-type: none">Residents use a debit/credit card to pay fees & taxesLeverage fiscal stability (tax fee base)State-of-the-art Public Safety Center</div><div><ul style="list-style-type: none">Operational HVAC SystemPost Employment Benefits</div></div>																							

WEST MANCHESTER TOWNSHIP (WMT)

2023 Strategic Planning

VIVID VISION

It's April of 2026, and the Board of Supervisors, Township Manager, and Department Heads at West Manchester Township have successfully worked through the township's first three-year strategic plan, efficiently, responsibly, and creatively providing essential municipal services that build long-term value, high quality of life and a favorable business climate while protecting the health, safety, and rights of all who live in, work in and visit West Manchester Township. Our stakeholders: residents, taxpayers, businesses, the WMT staff, volunteers, and contributors today and in the future continue to be our focus.

As a municipal collaborator, partner, and leader in York County, the WMT Board of Supervisors understand the importance of high quality of life and its interconnection with WMT operations, which includes strong fiscal management, amazing staff that are all very good at what they do, but more importantly staff who sincerely care about what they do and whom they are doing it for WMT stakeholders, both present and future.

WMT has completed the new Comprehensive Plan, updated and aligned our Zoning Ordinances with the Comprehensive Plan, setting the course for land use in WMT to support its present and future residents, businesses, and visitors with a sustainable, thriving community while enriching a high quality of life. We will embrace change and strive for improvement while recognizing our rich history. We will accomplish this with a continued mindset toward the future.

We have continued updating methods and tools to increase our communications with residents and other stakeholders. We have successfully implemented the voluntary sign-up phone app so residents and businesses can sign up and receive text messages on issues and situations in the township. We have continued improving our website, adding our Mission Statement, Core Values, and occasional aspirational messages to the home page. We continue to broadcast our meetings through the website. Our popular newsletter continues to be a resident favorite, and we have expanded it to include other stakeholders in West Manchester Township. We strive to be as transparent as possible, take input from stakeholders, and consider their thoughts and ideas while utilizing new technologies as they become available.

We have intentionally worked to enhance our organizational culture. For example, our Department Heads and Township Manager meet informally to discuss the staff's needs, ideas, and concerns. In addition, we have added regular events with the staff, Department Heads, Township Manager, and Supervisors to build an effective and positive organizational culture.

We have developed succession plans on the Human Resources front, particularly emergency succession plans for Department Heads, Township Manager, and other critical positions in West Manchester Township. In addition, supervisor succession is provided by the Pennsylvania Township of the Second-Class Code. Finally, as talented members of our staff retire, we celebrate their accomplishments and welcome new employees into our organization.

Our Departments Heads continue demonstrating dedication to their positions and the people who live, work, and interact with West Manchester Township. They are professionals who are very good at relationship-building with those they serve. The Township Manager is routinely contacted by professional staff in other South Central Pennsylvania Municipalities about position openings at West Manchester Township and asked to be “kept in mind” should positions occur. It’s rarely about the money but more about the working environment. A promising sign about West Manchester Township’s legendary positive reputation and organizational culture is well-known in York County and throughout Pennsylvania.

On the infrastructure front, we have applied and received grants to have our engineers develop practical long-term solutions for our sewer line stormwater problems that will protect and serve residents and businesses and meet state and federal standards. The engineers are working on establishing problem-solving solutions, plans, and timelines to permanently correct these problems and what additional funding streams (grants) we can acquire. We have discussed these plans with our State and Federal elected officials, Pennsylvania American Water, and they have all pledged their support and assistance as we apply for various grant sources and explore low-interest borrowing opportunities to cover costs without burdening taxpayers. We will continue to leverage our relationship with Pennsylvania American Water as much as possible to establish them as a valuable community partner. We will also continue to recognize the changing, constantly evolving, and unknown climate and weather event threats that impact WMT and South Central PA as we plan for future land use, development plans, and resulting infrastructure.

Our fiscal position remains strong with a diverse revenue base of taxes, fees, and other revenue that are fair to residents, businesses, and those who utilize the services of West Manchester Township. Tax increases remain rare but are thoroughly vetted by staff, the Board of Supervisors, and the public when needed. We are committed to implementing long-term solutions to reduce the impact and necessity of future tax increases. We remind folks that real estate tax does not grow with inflation due to the assessed valuation of taxable properties.

The Board of Supervisors have created a productive working relationship that values and supports the work of the staff, particularly the Township Manager and Department Heads, with the Board’s oversight role. They are working on the Strategic Planning process for the next three to five years, building on success but understanding that everything changes over time.

The Board and Township Manager has developed an onboarding process as they realize Supervisors will change over time. The Board wants to maintain and build on the positive organizational culture and operations in West Manchester Township while welcoming new ideas and new thoughts. The onboarding process will help new supervisors understand the functions of West Manchester Township and help maintain our township’s productive and positive organizational culture. While there will be honest disagreement and opinions with certain decisions, the Board continues to respect each other and the people they serve, properly, publicly discuss and voice dissension, but move on with findings in a positive, productive manner. The Board continues to value input from residents and businesses in the township and others. It works as a team player with other municipalities, county, state, and federal government for the betterment of West Manchester Township and our region of Pennsylvania.