

**CONEWAGO TOWNSHIP
ADAMS COUNTY**

RESOLUTION NO. 2019- 5

**A RESOLUTION OF THE BOARD OF SUPERVISORS OF CONEWAGO TOWNSHIP
SETTING FORTH CERTAIN STANDARD OPERATING PROCEDURES AND
POLICIES FOR THE BOARD OF SUPERVISORS AND FOR THE TOWNSHIP
MANAGER**

WHEREAS, Section 607 of the Second Class Township Code charges the Board of Supervisors with the general governance of the Township; and

WHEREAS, the Second Class Township Code vest the authority and responsibility for the Township in the Board of Supervisors and not in the individual elected Township Supervisors. As such, the Board exercises its authority through affirmative action by majority vote of the entire Board; and

WHEREAS, the Township Manager is the chief administrative officer of the Township and is responsible to the Board of Supervisors as a whole for the proper and efficient administration of the affairs of the Township and whose specific powers and duties are established by Ordinance; and

WHEREAS, it is vital for the proper functioning of the Township that the specific roles of Board of Supervisors and the Manager, individually, and in relation to each other are set forth in a clear policy statement.

NOW THEREFORE, be it **RESOLVED** by the Board of Supervisors of Conewago Township as follows:

1. The Board of Supervisors hereby adopt the Standard Operating Procedures and Policies as set forth in the attached.
2. All existing Resolutions, policies, and or standard operating procedures which may be in conflict herewith are hereby rescinded.
3. All Ordinances which may be in conflict with this Resolution, including Chapter 17 of the Code of Conewago Township, shall be amended by Ordinance.

RESOLVED this 21st day of October, 2019.

ATTEST:

Heather Snyder
Secretary

**CONEWAGO TOWNSHIP
ADAMS COUNTY, PENNSYLVANIA**

Donald Knight
Donald Knight, Chairman



CONEWAGO TOWNSHIP
STANDARD OPERATING PROCEDURES AND POLICIES

A. CONEWAGO TOWNSHIP BOARD OF SUPERVISORS

Section 607 of the Second Class Township Code charges the Board of Supervisors with the general governance of the Township and gives the Board both legislative and executive powers. It is important to note that the Township Code vests all authority and responsibility for the Township in the Board of Supervisors, not the individual elected Township Supervisors. Election to the office of Township Supervisor authorizes that individual to participate as a voting member at meetings of the Board of Supervisors. The Board of Supervisors exercises its authority through affirmative action of a majority of the entire Board at legally advertised meetings that are open to the public. It is the Board of Supervisors, through majority action, that is the decision-maker in Township matters. As such, any Township Supervisor must first receive authorization from the Board of Supervisors before proceeding to act on behalf of the Township.

The Board of Supervisors of Conewago Township commit to operate on this basis and be guided by the following common-sense policies:

1. Supervisor committee meetings are open to all Supervisors, but committee vote is limited to members.
2. Supervisor members are currently paid.
3. Report committee recommendations at the Board of Supervisors' meetings prior to official action taken.
4. The Manager is the spokesperson for the Board of Supervisors to the press. The Chairman is the Board of Supervisors' spokesperson on matters where there is a divided vote.
5. The Board of Supervisors members do not serve as Township Board Representatives on outside/non supervisor committees as no one Supervisor can speak for the Board.
6. The Board of Supervisors members should contact the Manager with Township questions on all Township services. Citizens' complaints are directed similarly.
7. The Board of Supervisors members do not contact specialized legal counsel nor design engineer directly. Request for information are made through the Manager.
8. An Independent Auditor is used in preference to an Audit Committee. Proposals for service are taken as the Board deems necessary.
9. The Board of Supervisors members shall refrain from requesting public improvements to areas in which they live. No work is done on a Supervisor's individual street, alley or right-of-way, unless work is part of an overall project or part of a phased multi-year work.

10. Draft budgets are developed for the Board of Supervisors review no later than early October.

11. By law, only one (1) Township Supervisor may serve on Planning Commission. No member is allowed to serve on the Zoning Hearing Board.

12. The Manager is responsible to direct staff.

13. The Manager is to be in attendance of all Board of Supervisors meetings, official and committee unless excused by the Chairman.

14. The Board of Supervisors will follow Robert's Rules of Order.

15. Individual members of the Board of Supervisors members do not address the Planning Commission nor the Zoning Hearing Board on behalf of or in opposition to any citizen proposal.

16. Anti-Nepotism. Relatives (husband, wife, father, mother, brother, sister, son, daughter, uncle, aunt, nephew, niece, grandfather, grandmother, grandson, or granddaughter, or any of those relationships arising as a result of marriage [e.g., brother-in-law]) of the members of the Board of Supervisors are not to be newly hired by the Township.

17. PA Ethic Commissions forms are filed annually by all Board of Supervisors members, Board/Commission members and Administrators.

18. Cell phones are provided for department heads and essential personnel.

19. Township vehicles are used by employees attending court and out of town conferences. Mileage will be paid where same is not possible.

20. Employee use of computers will be monitored for work related use.

21. Closed caucus meetings are strictly confidential and not public information.

22. Emails and other electronic forms of communication should be used with utmost discretion as they are considered public documents under the Pennsylvania Right-to-know law, relative to Township business.

B. CONEWAGO TOWNSHIP MANAGER

Conewago Township has established the position of the Township Manager. The Township Manager is the chief administrative officer of the Township and is responsible to the Board of Supervisors as a whole for the proper and efficient administration of the affairs of the Township. The powers and duties of the Township Manager relate to the general management of the Township and as set forth in the Township Manager Ordinance.

A sound pattern of working relationships between the Board of Supervisors and the Manager is a prerequisite to successful operation of the Board-Manager plan in Conewago. This

demands a clear understanding between Supervisors and the Manager of the roles and responsibilities of each. Proper working relationships and allocation of activities, however, cannot be universally and permanently prescribed. The details must be worked out by the Supervisors and the Manager within the framework of law and proven experience. There are, nonetheless, basic and well-tested principles which should govern the division of work and responsibility of each.

1. The effective discharge of the Supervisors important responsibility of formulating broad policy for the Township requires that it delegate all administrative functions to the Manager. **Neither Board nor individual Supervisors should interfere with the Manager's supervision of departments and subordinates. The responsibility of Supervisors for proper administration of the Township requires that the Board concern itself with the results of administration, leaving the methods and procedures generally to the Manager and his/her subordinates.** Its power of appointment and removal of the Manager enables Supervisors to grant complete delegation of administration functions with confidence that it can require full accounting from its chief administrator.

2. It is an action of proper public administration that authority be commensurate with responsibility. The Board of Supervisors should make certain that the Manager has sufficient authority to carry out its mandates and to fulfill the important duties of his/her office. Otherwise, he/she will not be in a position to implement fully the Supervisors' broad policy determinations. In addition to his/her authority for supervising line operations, the Manager's authority should include the following:

- a. Appointment and dismissal of subordinate;
- b. Recommendations to Supervisors on proposed legislation, on budget and programs, and on changes in organization;
- c. Development of administrative machinery, rules and regulations for department and offices under his/her jurisdiction, and formulation of administrative policy; and
- d. Utilization of staff and management services (finance, personnel, public relations, purchasing, etc.)

Once it has delegated proper authority to the Manager, Supervisors should avoid legislating minute administrative details. The Manager should have maximum flexibility in developing methods and procedures for doing the job required of him/her. The policy of delegating matters to the Manager frees Supervisors of time consuming debate and definition of administrative minutia.

The Board of Supervisors also, in its relationships with the Manager, should operate as a collective body. If individual Supervisors seek to influence the Manager in official matters, such action can seriously injure the pattern of relationship between the Board of Supervisors and its appointed administrator. Supervisors should adhere to the policy of dealing with the Manager's subordinates only through the Manager, if he/she is to be held accountable. Routine inquires

by the Board of Supervisors of department heads and other subordinates are entirely consonant with this principle. Good practice suggests that all proposals for changes in administrative organization, policies or procedures, be initiated by the Manager, or be cleared through his/her office, if proposed by subordinates.

3. In no case should the Manager seek to formulate public policy, except through recommendation to the Board or at the Board's request. Ordinarily, he/she should confine his/her policy activity to the development of administrative policy, as well as plans and programs necessary to carry out the broad public pronouncements of the Board of Supervisors. It is essential that his/her administrative programming be coordinated with the Supervisor's policies. In his/her capacity as the Supervisors' appointee, the Manager's job is not to influence the public directly to support some "cause" he/she believes important. It is his/her duty to persuade the Board of Supervisors first. The Board of Supervisors should then assume full responsibility for any actions taken by the Manager in carrying out its policy.

4. In his/her role as public relations spokesperson for the Township, it is important that the Manager at all times respect his/her position as a subordinate of the Board of Supervisors. He/she should not compete with Supervisors for public attention, and he/she should give due credit to the Board of Supervisors in his/her public reports and statements to the press. In his/her contacts with the public he/she should avoid coming into conflict with the Board's position on particular issues and should not sway or do anything which would embarrass the Board. On the other hand, the Manager should not hesitate to discuss matters on which the Board of Supervisors has made a decision. He/she should act as a community leader in the great majority of municipal issues which do not involve controversy over basic policy.

5. The effectiveness of the Supervisor-Manager plan is founded upon the acceptance by both the Board of Supervisors and Manager of the respective roles of each. In the conduct of his/her official work, the Manager should deal with the Board as a collective body and not with individual members. Since the Board of Supervisors operates under the committee system, the Manager also works directly with the committees, as set by the Board.

6. An important responsibility of the Manager is to prepare periodic reports for the Board of Supervisors on programs and finances, and to make such special reports as the Board may require. Generally, as a matter of reporting, the Board should prescribe the information it desires and leave the matter of format and other details to the Manager.

7. The Manager should also assist the Board in the conduct of its meetings by preparing the agenda, recommending and explaining new legislation, making oral reports on current matters, and answering inquiries on technical matters.