

The Municipality of Bethel Park 2021 Strategic Plan



Municipal Council

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Table of Contents

2021 Table of Contents

Introduction

Executive Summary	3
Departments	4
Introduction to Strategic Planning	6

Strategic Plan

Strategic Plan Summary.....	7
Infrastructure.....	8
Quality of Life.....	14
Bethel Park Identity.....	17
Economic Vitality.....	20
Municipal Excellence.....	22



Executive Summary

Bethel Township was established on June 7, 1886, when it broke away from Snowden Township. In 1950, it was incorporated as the Borough of Bethel Park. And, in 1978, Bethel Park adopted a Home Rule Charter and became a municipality. Today, the Municipality of Bethel Park spans 11.7 square miles, proudly serving a population of around 32,000.

Throughout its history, the Municipality has consistently taken strides to grow and improve providing the highest quality service provision for its residents. This trend continues to present day as the Municipality's devoted workforce of 94 full-time employees collaborate with one other and other organizations ensuring that Bethel Park stands out as a leader in the greater Pittsburgh area.

To further achieve this, the Municipality created a strategic plan that will guide our efforts going forward and consider the voices of Bethel Park residents and community stakeholders. This actionable plan will enable the Municipality to make meaningful and measurable progress in the areas that are the most important to the community.

Bethel Park's Guiding Principles were created to help steer the strategic planning process and current projects. These principles tie in with the Municipality's Vision Statement, Mission Statement and Municipal Values.

Council Vision Statement

The Vision of the Municipality of Bethel Park is to represent our Citizens with core principles of Excellence, Responsiveness and Service. Bethel Park stands ready to Serve with Accountability, Partner for Improvement and Create with Integrity.

Mission Statement

The Mission of the Municipality of Bethel Park is to be resident focused and business friendly; to provide efficient and effective service; to focus on the "now" while preparing for the future; and to be at the center of the South Hills Communities. To do this, we must engage community stakeholders, lead with conviction, foster an environment of inclusion, exceed resident expectations, and serve with pride.

Municipal Values

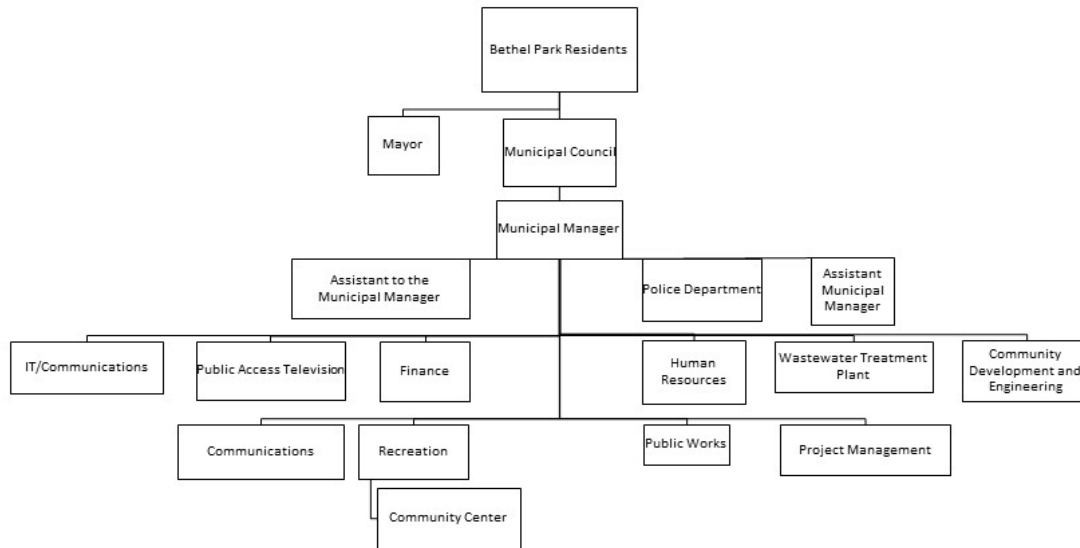
Trust, Dependability, Innovate, Integrity, Respect, Efficiency, and Effectiveness.

Guiding Principles

1. Establish "The Bethel Park Way" of doing things – *Excellence in all that we do!*
2. Safety of residents is paramount by leading with training and technology.
3. Be a regional leader in the growing "Community of Communities."
4. Attract, grow and foster community redevelopment.
5. Resident quality of life is unmatched in the South Hills and Greater Pittsburgh.
6. Lean our processes and use data to make informed decisions for our residents.
7. Progress measured with objective metrics.
8. Regionalization of projects and priorities.
9. Sustainability ensures we maintain balance in social, economic and environmental considerations.
10. Ensure our residential quality of services remains unsurpassed in the greater Pittsburgh area.
11. Follow-up and follow-through are how we plan and organize.



Departments



The Municipality of Bethel Park is comprised of eight departments with 94 full-time employees and around 90 part-time employees. The Municipality operates based on the General Operating Fund budgeted at \$28,338,324, the Sewage Fund budgeted at \$18,550,874, the Capital Projects Fund budgeted at \$8,472,789, the Liquid Fuels Fund with an estimated allocation of \$885,556, and the Fire Department Fund budgeted at \$1,757,667. Below are descriptions of each department.

Administration: Conducts and oversees the day-to-day functions of the Municipality, as well as implementing Council policies. Project Management, Human Resources, IT Administration, and Communications are included within Administration to ensure the steady operation of the Municipality.

Community Development and Engineering: Responsible for the overall Development within Bethel Park, from major land developments to residential and commercial building upgrades. Ensuring all ordinances are being followed through the review and inspection process for each permit issued. Accountable to ensure infrastructure upgrades for all Municipal owned property, parks, roads, and sewer systems are being complete. Uphold the goals and values of the Municipality.

Finance: The primary function of the Finance Department is to oversee fiscal responsibility of the Municipality. The annual creation of a balanced budget with input from all departments, approved by Council, guides the spending operations for the year. Finance is also responsible for processing invoices and cash receipts on a monthly cycle as well as payroll processing on a biweekly cycle. Financial reports are generated monthly to access the financial status through the year.

Police: Bethel Park Police Department (*BPPD*) is dedicated to ensuring public safety and enhancing the quality of life in the community by enforcing the law in a manner consistent with the rights of all and through continuous training and education. BPPD is committed to integrity and fairness in dealings with both the community and the department members who serve within. BPPD strives to provide the highest quality service to the citizens and the community through honor, professionalism, commitment, compassion, and accountability. BPPD will respond to the changing needs of the community and its law enforcement officers by maintaining a progressive approach to its work and continuing to develop innovative programs aimed at achieving excellence in law enforcement.



Departments

The Police Department consists of 38 full-time police patrol/investigative officers (seven certified under the SHACOG Critical Incident Response Team Program), five emergency dispatchers, and two administrative staff. The Police Department is responsible for 24-hour community-wide law enforcement and responds to all requests for emergency services. The Police Department responds to an estimated 16,000 calls for service per year.

To provide thorough and efficient Law Enforcement in the Community, the department has specialized sub-departments which include Patrol Division, Traffic Division, Investigations, Crime Prevention/Community Resource Division, the Bicycle Patrol, and a School Resource Officer Division.

Public Access Television: Bethel Park Public Access Television (*BPTV*) is Bethel Park's very own TV station, with hundreds of locally produced TV shows created each year. It is a volunteer based non-profit and offers the opportunity for people to create their own TV shows and assist in helping neighbors make their programs. BPTV also offers the opportunity to post on its community bulletin board, which airs on all BPTV channels between programs.

Public Works: Public Works consists of a Director, Assistant Director, two mechanics, two building attendants, and 16 support employees. Public Works maintains, inspects and repairs 24 police vehicles, 16 eight-ton salt/dump trucks, one front loader, one backhoe, 31 light weight vehicles, 15 lawn tractors, and park maintenance equipment. Other duties include maintaining over 152 lane miles of roadway, snow and ice removal, park and athletic field maintenance, storm basin and sanitary manholes, minor roadway and signage repairs, and municipal building operation maintenance.

Recreation: Bethel Park Recreation strives to provide recreational, educational and entertainment opportunities for individuals of all ages and interests. Recreation's mission is to present a wide array of activities that promote an active lifestyle, educational development and community involvement.

Through parks and community facilities, Bethel Park Recreation delivers an extremely diverse program to both Bethel Park residents and non-residents on a quarterly basis. Partnerships with organizations such as local sports leagues, Bethel Park School District, LifeSpan Senior Services, Bethel Park Community Foundation, and the Bethel Park Public Library have presented opportunities for new and exciting programs that are beyond what the Department could offer alone. These partnerships have contributed to the continued growth and longstanding success of Bethel Park Recreation.

Bethel Park Recreation's yearly programs include a full Youth and Adult program including organized sports, swimming lessons, recreational swimming, art, STEM activities, theater, unique family-oriented special events, exercise classes, dog obedience, driver's education, and so much more! The Department also offers a seasonal Farmers' Market and monthly community Flea Markets.

Wastewater Treatment Plant: A 4.92 million gallons/day (*mgd*) design flow with a .5 mgd pump station serving the residence of the Municipality of Bethel Park and South Park Township. Facilities are owned by the Bethel Park Municipal Authority, made up of members from both communities. The Municipal Authority is a financial authority responsible for capital improvements with a lease back agreement with the Municipality of Bethel Park for operations and maintenance of all facilities.

Introduction to Strategic Planning

The Municipality of Bethel Park's Strategic Plan is a guideline designed to lead the organization in a specific direction influenced by the Municipality's vision, mission and values. These principles shape the Plan which establishes the basis for organizational goal setting and action going forward. The Plan is also used as a template to determine whether Municipal projects directly align with its vision, mission and values and serves as a guide for resource allocation throughout the organization. Thus, the Strategic Plan defines who we are, where we want to go and how we plan to get there.

Taking all of the above into account, priorities are established along with specific objectives geared towards their completion. Throughout these efforts, quantifiable levels of success are established as well as data tracking measures to determine if projects are on track or need improvement. By tracking a program with the success thresholds, the Municipality can continually guide the organization in the direction it wants to go and gauge completion, helping the community to grow in accordance with its vision, mission, values, and intended outcomes.





Strategic Plan Summary

Municipal Council Vision Statement

The Vision of the Municipality of Bethel Park is to represent our Citizens with core principles of Excellence, Responsiveness and Service. Bethel Park stands ready to Serve with Accountability, Partner for Improvement, and Create with Integrity.

Municipality Mission Statement

The Mission of the Municipality of Bethel Park is to be Resident focused & Business friendly; to provide efficient and effective service; to focus on the “now” while preparing for the future; and to be at the center of the South Hills Communities. To do this, we must Engage community Stakeholders, Lead with Conviction, Foster an environment of Inclusion, Exceed Resident Expectations, and Serve with Pride.

Municipal Values

Trust – Gain and Maintain the confidence of our Residents

Dependability - “Own the Problem” with a solution-based approach

Innovate – Embrace emerging ideas while preserving our heritage

Integrity – Do the right thing, even when no one is looking

Respect – Value our Residents needs and Serve them well

Efficiency – Perform with Pride

Effectiveness – Do it right, the first time

The “Bethel Park Way” - Priorities

Infrastructure



Bethel Park strives for and provides exceptional infrastructure systems that can meet current and future needs.

Quality of Life



Provision of capital improvements and public facilities. Establish connectivity with more safe and viable transportation alternatives.

Bethel Park Identity



Cultivation of a sense of community through connections and civic pride.

Economic Vitality

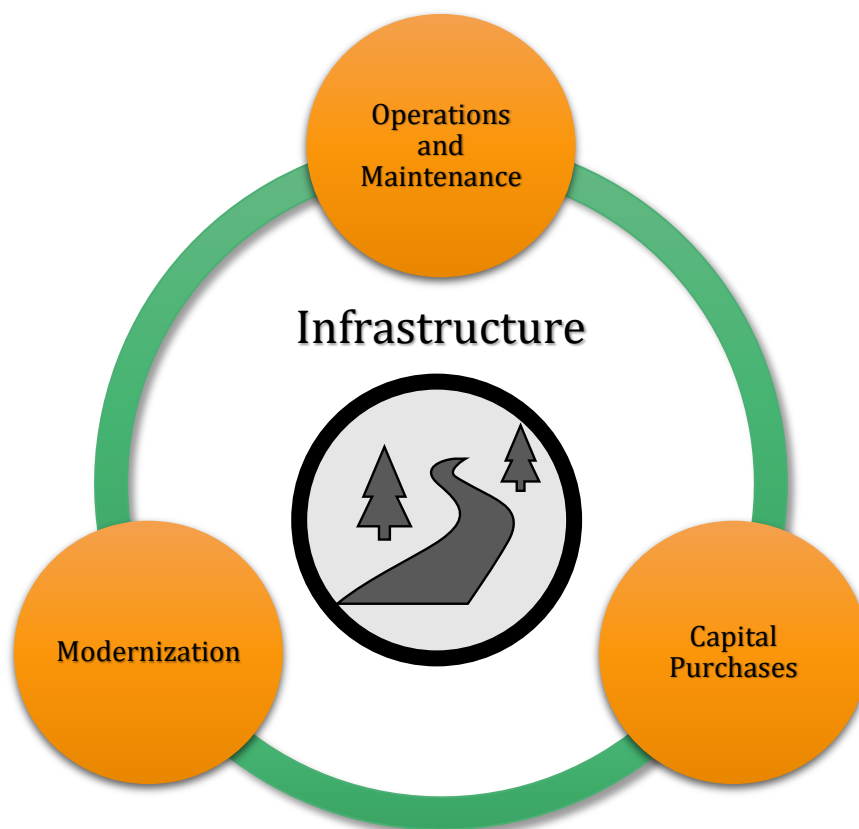


Creating a strong and diverse local economy. Cultivating redevelopment for healthy businesses and strong neighborhoods.

Municipal Excellence



Continued innovation of organizational operations alongside strong accountability, involvement and communication with residents.



The Municipality of Bethel Park works to provide exceptional and resilient infrastructure systems. Through maintenance of public facilities, roads and equipment along with effective operations, the Municipality meets its current needs while laying the foundation for the future.

Objective: Operations and Maintenance

Consists of day-to-day upkeep of Municipal buildings, property and roads.

Project	Description	Success Threshold
<i>General Road Program (2021...)</i>	Annual Road Program including repair and resurfacing. Also includes ADA ramp installation on Municipal roads by PennDOT as well as any Storm Sewer Maintenance and Underdrains that are part of the Road Program.	Completion of all criteria that are part of the Road Program.
<i>Logan Road Gabion Wall (2021)</i>	Walls will be repaired along Logan Road to help prevent erosion as well as adding extra structure support to existing stream banks.	Logan Road walls repaired.
<i>MS4 Projects (2021...)</i>	In 2018, the Municipality committed to completing Storm Water Projects and MS4 Projects to meet the goals of the MS4 permit and reduce flooding within Bethel Park.	Continued progress towards flood reduction in the Municipality.



Infrastructure

Project	Description	Success Threshold
<i>MS4 Projects and Non-Construction (2021...)</i>	Completing projects associated with pollutant reduction plans and total maximum daily loads, public education, outfall testing, maintenance of storm water management ponds, stream bank protection projects, and heavy cleaning of infrastructure.	Completion of 2021 projects associated with MS4 and non-construction.
<i>Storm Sewer Maintenance (2021)</i>	The deterioration of the existing catch basins greater than 4 feet deep has increased due to the age of these structures. Over the past three years, funds have been used to reconstruct deteriorated catch basins and to add necessary drainage to protect the newly paved roads.	Continued maintenance of catch basins and adding necessary drainage.
<i>Weight Limit Study (2021...)</i>	Traffic study on various roadways at the direction of the Police Department Traffic Division. Currently large trucks are attempting to navigate roadways that are not built for this type of use. For the Police Department to enforce the restrictions, a Weight Limit Study must be completed by a Traffic Engineer.	Completion of weight limit study for Irishtown Ext, Churchill, King School West, Beagle, Milford and Horning.
<i>Beagle Road Bridge Improvements (2021)</i>	A report on Beagle Road Bridge was provided to the Municipality in 2020 which includes repairs that need to be made. To fix all of the recommended repairs, a structural engineer will be needed to aid in the construction specifications and a contractor hired to complete the repairs.	Completion of all recommended repairs.
<i>Traffic Pole Inspection Project (2021)</i>	The Municipality was informed that due to the recent failures of traffic poles within all Municipalities, they should inventory their traffic poles, inspect all of them and record any structural deficiencies, develop a plan to repair and replace the poles. Also, initiate inspections and programming for the repair and replacement of poles.	Inspect all municipal traffic poles and initiate future planning.
<i>Penn Dot ARLE Traffic Improvements (2021) (Completed)</i>	The Municipality applied for a grant to upgrade markings and signage along Oxford Drive from Highland Road to Fort Couch Road.	Grant received.
<i>Municipal Building Replace HVAC Units (2021)</i>	The existing HVAC units continue to be monitored annually. Funds are set aside each year in the event a unit has to be replaced. Staff will continue to update Council if any significant changes should occur.	Continued monitoring and maintenance as necessary.





Infrastructure

Project	Description	Success Threshold
<i>Milford Fire Station Exhaust Fan for Engine Bay (2021)</i>	The station exhaust fan needs replacement to prevent air pollution from the trucks as they are going in and out of the building.	Replacement of exhaust fan.
<i>Community Center Furniture, Equipment & Site Improvement (2021...)</i>	Funding is planned each year to address equipment, furniture and site improvement needs at the Community Center. With the constant flow of people in and out of the building daily, the furniture and equipment tend to get to the end of its useful life quickly.	Monitor assets and repair or replace as necessary.
<i>Piney Fork Watershed (2021...)</i>	Routine maintenance and operation of the system and reducing infiltration and inflow. Monitor flows, televise lines, inspect manholes, dye testing, perform studies and develop designs in known problem areas. Perform spot repairs, manhole rehabilitation and sewer relining or replacement.	Completion of routine maintenance to continue operations.
<i>McLaughlin Run Watershed, Saw Mill Run and Cap Sanitary Watershed (2021)</i>	Routine activities enumerated in the operation and maintenance plan that was required for these watersheds under the EPA/ACHD Administrative Consent Order. Ongoing future design of any required improvements, and development of a second ACO (Phase II ACO).	Completion of routine activities and design for future required improvements.
<i>Police Holding Cell (2021)</i>	This project would create a holding cell with a water closet, a sink and cot. It is also necessary to run a water line to the cell.	Construction of new police holding cell.
<i>Municipal Building Upper-Level Administration Office Renovations – Design Phase (2021)</i>	Design phase of renovation to create a concept for the improvement of the administration office space. The new design will allow for the Municipality to better utilize its current space.	Completion of design phase to move forward with renovation.





Infrastructure

Objective: Capital Purchases

Expenditures made by the Municipality for property, equipment and other items.

Project	Description	Success Threshold
<i>Public Works Vehicle Replacement (2021...)</i>	Replacement of a Backhoe and 8-Ton Salt/Dump truck. The vehicles being replaced will be sold through the Municibid Website to the highest bidder. Replace Vermeer, a Kubota, two Z-turn Tractor Mowers, and a pickup truck. The original pickup truck will be reassigned.	Replacement of all listed vehicles.
<i>Police Department Vehicle Replacement (2021...)</i>	Yearly practice of purchasing three vehicles and repurposing three vehicles.	Continued replacement of three vehicles.
<i>Intersection Cameras (2021)</i>	The existing cameras and license plate readers currently installed within the Municipality have been a great benefit to the Police Department in assisting them in their job performance. Installing cameras at the Clifton/Library and Clifton/McMurray intersections allows for tracking in the southern end of town where there is no coverage.	Installation of cameras at Clifton/Library and Clifton/McMurray intersections.
<i>Municipal Building Security (2021)</i>	Update and install internal cameras in the Police Department and Municipal Building with six new IP cameras.	Installation of six new cameras in the Police Department and Municipal Building.
<i>Public Works New Bandit Equipment (2021) (Completed)</i>	Purchase of new equipment for the Public Works Department. Prior to the purchase, the department had to rent equipment for dead leaves, branches, brush and other deadfall. This purchase will allow the department to save money by reducing its need to rent.	Purchase of new Bandit equipment for deadfall.



Infrastructure

Objective: Modernization

Projects and purchases that will improve upon past Municipal equipment and operations promoting further effectiveness in operations.

Project	Description	Success Threshold
<i>Fire Department Full Replacement – Portable Radios (2021)</i>	The portable radios being used were approximately 13-14 years old. They are no longer supported and outlived their useful life. The newer technology allows for better communication.	Replacement of old portable radios.
<i>Road Rejuvenator (2021)</i>	The Rejuvenator process extends the life of pavement while conserving the Municipality's maintenance budget, freeing up funds for other annual road paving projects. Benefits include delaying the road aging process, waterproofing and sealing/restoring asphalt.	Complete assessment of roads being treated with "Rejuvenator."
<i>Municipal Camera Upgrades (2021)</i>	Standardization of all camera systems into one system that includes web-viewing for dispatch, police and public works.	Completion of camera systems standardization into one system.
<i>PW Fuel System Upgrade (2021)</i>	Upgrade the outdated Windows 7 PC that controls and monitors the fuel system.	Completion of fuel system upgrade.
<i>Network Rationalization Project (2021)</i>	Replaces equipment for the Municipality that is no longer supported by the manufacturer.	Replace obsolete equipment.
<i>Community Center Security Upgrades (2021)</i>	The upgrade will supply electronic key fob security at the Community Center. This will help add the ability to monitor all entryways and designate personnel that would have access to specific areas and times.	Installation of key fob security at the Community Center.
<i>Municipal Technology Infrastructure and Upgrades (2021)</i>	Replacement of workstations and peripherals, major equipment warranties, and unanticipated emergency equipment purchases.	Completion of necessary technology replacements and upgrades.
<i>Technology Infrastructure Upgrades – Rewiring (2021)</i>	Replace the wiring within the Municipal Building for all electronic equipment. This will be necessary with the relocation of the Data Center from the upper floor to a secure location on the lower floor.	Completion of Municipal Building rewiring.
<i>Municipal Cloud Migration Project Phase 1 (2021) (Completed)</i>	Moving email and primary authentication servers to the cloud, upgrading office software, and hardening security.	Completion of email and primary authentication server move to the cloud and software and security upgrades.





Infrastructure

Project	Description	Success Threshold
<i>Irishtown/Logan Road Realignment (2021)</i>	Review realignment of intersection to include possible roundabout or traffic lights and tie-in with Montour Trail.	Concept plans with estimates prepared for review and consideration.
<i>Municipal Cloud Migration Project Phase 2 (2021)</i>	Migration of servers to the cloud as needed, allowing for more accessibility, sharing and collaboration between staff and departments. In 2015, the Municipality replaced the server, and as of 2021, that server is at the end of life and is to be replaced.	Decommission of the old server(s).



Quality of Life



The Municipality strives to improve resident quality of life through a variety of measures including capital improvements, upgrades to public facilities such as park amenities, community outreach programs, and working towards the establishment of greater road connectivity with more safe and viable travel alternatives.

Objective: Community Health

The Municipality works towards building and maintaining a healthy, safe and appealing community through proper maintenance of its public facilities and resources, as well as the promotion of residents' wellbeing.

Project	Description	Success Threshold
<i>Road Sweeper (2021...)</i>	Frequent street sweeping of all Municipal-owned roadways by Public Works to ensure clean and well-maintained streets.	All municipal-owned roadways maintained.
<i>Snowplows (2021...)</i>	Responsive deployment of snowplows on snowy days to ensure roads are cleared.	Roads are consistently clear of snow.
<i>Live Well Speaker Series (2021...)</i>	Video/Facebook Live series with field experts offering advice on various aspects of healthy living.	Recording, posting, and promotion of videos.
<i>Vaccination Clinics (2021)</i>	Partnership with community pharmacy to host multiple COVID-19 vaccination clinics in the Community Center.	Provision of vaccines to the community and others in the Greater Pittsburgh Area.



Quality of Life

Objective: Connectivity

The Municipality works towards enhancing community connectivity through the construction of alternative means of travel for residents.

Project	Description	Success Threshold
<i>Community Sidewalks (2021...)</i>	The Municipality will be using \$25,000 of annual funds for repair, replacement and constructing sidewalks in the community, and develop a replacement sidewalk ordinance along with new sidewalk ordinance that residents can apply to for sidewalk installation.	Utilization of annual funds to repair, replace and construct sidewalks based on current year plan.

Objective: Public Facility Improvements

The Municipality continues to build and improve upon its facilities open to the public, providing high quality recreational spaces for Bethel Park Residents.

Project	Description	Success Threshold
<i>Millennium Park Improvements (2021)</i>	Includes a new concession stand and transition the multipurpose field into an additional baseball field with artificial turf and complete walking trails throughout the area. The community will be involved in determining which playground design is chosen for Millennium Park.	Completion of Millennium Park improvements slated for 2021.
<i>Park Avenue (2021...)</i>	Includes a large playground, bleachers, and shade structures. It also includes the construction of a restroom/concession/mechanical building and complete utilities for a splash pad/pavilion feature.	Completion of improvements.
<i>Village Green Park (2021)</i>	Village Green Park had a new playground installed in 2017 and new fields in 2018. There are a few more phases of the project to complete which include a small maintenance shed to be built on the property, installation of outdoor exercise equipment and for the portion of the fence that is missing to be added along the tree line.	Completion of 2021 project phase.
<i>Community Development Block Grant – Miners Park/Park Ave (2021)</i>	Grant will allow ADA access to the fields and playground. When the playground equipment at the Park is upgraded the next time, ADA accessibility will already be complete. A rain garden and sediment box will also be installed on the storm sewer.	Completion of ADA accessibility and installation of rain garden and sediment box.





Quality of Life

Project	Description	Success Threshold
<i>Oak Tree Park (2021)</i>	Installation of a new playground as well as an ADA accessible ramp/parking spot. An evaluation will also be completed to see if any additional spaces can be added and if the basketball court should be removed for parking. The community will be involved in determining which playground design is chosen for Oak Tree Park.	Completion of evaluation and installation of new items.
<i>Birch Tree Park (2021)</i>	Installation of a new playground. The swings are being reset as part of the Storm water Management Project. The community will be involved in determining which playground design is chosen for Birch Tree Park.	Completion of installation of new playground.
<i>Shade Tree (2021) (Completed)</i>	<p>The Shade Tree Commission applies for grants to be utilized for tree inventories, plantings, maintenance, and removal of public trees. Grants received are:</p> <p>Bethel Park/Upper St. Clair Rotary Club (\$2,500).</p> <p>“One Tree per Child” initiative through Tree Pittsburgh to plant approximately 300 trees at Bethel Park schools (est. \$90,000).</p> <p>An additional 76 trees available to be planted on municipal property.</p>	Rotary Club and “One Tree per Child” grants received.



Bethel Park Identity



Bethel Park works towards the creation of a strong community identity through such measures as the establishment of meaningful connections throughout the Municipality, fostering a sense of civic prides, striving for sustainability, and facilitating an appearance for Bethel Park that makes it easily identifiable and gives it character.

Objective: Community Pride and Partnerships

Bethel Park thrives as it comes together with the residents and other organizations to foster resident pride and build strong lasting partnerships.

Project	Description	Success Threshold
<i>Creation of Bethel Park Volunteer Corps (2021)</i>	Facilitated by the Municipality, the Volunteer Corps will be an independent entity administered by a 501(c) organization and ideally will be “seeded” with grant money or fund raising money. The goal of the Volunteer Corps is to identify Bethel Park residents in need and provide the resources to match them up with civic organizations or civic minded individuals/groups to that are able to address their needs/requirements.	Facilitate and maintain a healthy partnership and communication with Volunteer Corps and community.
<i>Outreach Teen and Family Services (2021)</i>	The Municipality partners with Outreach Teen and Family Services to provide mental health and wellness resources for children and families in the community.	Sustainable coverage for Outreach to provide effective services.



Bethel Park Identity

Objective: Community Participation / Events

The Municipality creates opportunities for residents to come together as a community.

Project	Description	Success Threshold
<i>No Cook Tuesdays (2021) (Completed)</i>	At least two food trucks at the Community Center providing a variety of food each Tuesday, while the event lasts.	Consistent and good sales for food truck vendors.
<i>Bethel Park Kindness Project (2021...)</i>	Highlights outstanding community members who make a positive impact. Consists of various events and projects meant to bring the community together.	Resident participation in events hosted by the Kindness Project.
<i>Summer Spectacular (2021)</i>	Summer event that consists of vendors, food trucks and a firework show.	Completion of advertising and hosting of Summer Spectacular.
<i>Farmers' Market (2021)</i>	Market running each Tuesday from 3-7 p.m. that will offer a variety of locally grown or produced products.	Voted #1 Farmers' Market in Pittsburgh.
<i>Flea Market (2021)</i>	Market hosted by Bethel Park Recreation, comprising of vendors who have registered.	Completion of advertising and hosting of Flea Market.
<i>Coverdale 100th Anniversary (2021)</i>	Celebration for the 100 th anniversary of Coverdale to be held alongside the Miner's Park reopening.	Host Coverdale 100 th Anniversary event.
<i>Park Reopening Events (2021...)</i>	"Reopening" ceremony held for each park after it is updated. Neighbors will be invited to attend the reopening of each of their parks to celebrate.	Host an event for each park that is updated in the current year.

Objective: Bethel Park Appearance

Bethel Park works towards promoting an appealing and identifiable "Bethel Park look."

Project	Description	Success Threshold
<i>Washington Junction Streetscape Corridor Study (2021)</i>	This project will allow the Municipality to plan how its "front door" looks. Investing in a streetscape study which will allow for a plan of how to address the area and make the "front door" something people are welcomed by.	Completion of study, to create a plan moving forward.
<i>Welcoming Signs (2021...)</i>	Addition of signs at Bethel Park entrances to allow for more visibility of when someone is entering the Municipality.	Visible and noticeable signs set at Bethel Park entrances.





Bethel Park Identity

Objective: Sustainability

Bethel Park implements policies and practices to foster a community that conserves resources and strives for innovation.

Project	Description	Success Threshold
<i>Growing Greener Grant- Saw Mill Run Stream Restoration (2021)</i>	Stream rehabilitation of the upper reaches of Saw Mill Run starting at Milford Fire Station. The project proposes 400' of stream restoration which will be used towards our required MS4/TMDL reduction goals. The grant is for \$13,000 and must be constructed by the end of 2021.	Construction completed by end of 2021.
<i>Sustainable Pennsylvania Certification (2021) (Completed)</i>	Recognition from Sustainable Pennsylvania for sustainable Bethel Park policy and practices that promote community prosperity. Gold Status is achieved by meeting at least 70% of certification criteria.	Achievement of Gold Status.
<i>Recycling Events (2021)</i>	Hosting events in the community that will provide residents an opportunity to turn over hard to recycle items. These events will be held in partnership with Pennsylvania Resources Council and Michael Brothers.	Advertisement and hosting of recycling events for residents.
<i>Keep Bethel Park Green (2021...)</i>	Support and expand the activities of the Shade Tree Commission.	Create partnerships with conservancies and parks agencies.



The Municipality works to cultivate a resilient and diverse economy. By facilitating redevelopment and looking for opportunities to promote local businesses, Bethel Park is creating a robust business environment alongside healthy neighborhoods.

Objective: Development & Redevelopment

Bethel Park is creating a healthy environment for both new developments and redevelopment resulting in a healthy economic environment.

Project	Description	Success Threshold
<i>Development Code Updates (2021)</i>	Implement Key Element “Vibrant Core” from Blueprint Bethel Park. Update Zoning ordinance and other land use codes.	Adoption of updated zoning ordinance and land development (SALDO) ordinance.



Economic Vitality

Objective: High-Quality Housing

Bethel Park retains attractive and desirable housing for both current and incoming residents.

Project	Description	Success Threshold
<i>Property Code Updates (2021)</i>	Implement Key Element "Prosperity" from Blueprint Bethel Park and Update Property Maintenance Codes.	Decrease in number of outstanding property complaints and municipal liens. Adoption of the International Property Maintenance Code (IPMC).
<i>Building Codes (2021)</i>	Certification and training of code inspectors.	Train and retain state certified knowledgeable staff to perform code inspections.

Objective: Local Business Support

Bethel Park works to support its local businesses through various partnerships, promotions and events.

Project	Description	Success Threshold
<i>Partnership with Local Area Chambers of Commerce (2021)</i>	Bethel Park is collaborating with the area Chambers of Commerce to pool resources and assist businesses and residents, conducting events and promotions in the community.	Joint promotion of local businesses.
<i>Bethel Park Spring Makeover Challenge (2021)</i>	A spring program sponsored by the Bethel Park Kindness Project to support local businesses. Residents take before and after pictures of decorations and improvements to the outside of their homes and submit them for entry to a prize raffle.	Resident participation and exposure for local businesses participating in the challenge.
<i>Local Business Profile (2021)</i>	Program that highlights local businesses, their background, services and their contact information. The information is posted to the website on a designated Business Blog and posted on Facebook as well.	Local business exposure on the Bethel Park website blog and Facebook.

Municipal Excellence



Municipal Excellence is establishing our “Bethel Way” of doing things. This means that the Municipality is always seeking new ways to improve its operations, communications and accountability. By always looking to innovate, the Municipality is ensuring that its residents are receiving a great value for their tax dollars, and that these innovations will work to improve the entire Bethel Park community.

Objective: Effective Communication

The Municipality works to improve and maintain communications, as well as utilize all communication methods at our disposal to involve residents consistently and reliably.

Project	Description	Success Threshold
Broadcast System Upgrade (2021)	Replacing existing equipment, updating obsolete equipment, and adding new capabilities to the services provided by Bethel Park TV.	Broadcast system upgrade 75% completion.



Municipal Excellence

Objective: Fiscal Stewardship

The Municipality strives to be a good steward of taxpayer dollars and provide residents transparency on Municipal finances and budgeting.

Project	Description	Success Threshold
<i>GFOA Certificate of Achievement for Excellence in Financial Reporting (2021)</i>	Awarded to government units who publish an easily readable and efficiently organized Comprehensive Annual Financial Report, whose contents conform to program standards. Must satisfy both accounting principles and applicable legal requirements.	Receive GFOA Certificate of Achievement for Excellence in Financial Reporting.

Objective: Organizational Effectiveness and Accountability

The Municipality continually looks for new avenues to improve the efficacy of its internal operations while also developing innovative systems which allow for greater sharing and information dispersion both internally and externally.

Project	Description	Success Threshold
<i>Data Archiving (2021...)</i>	Digitizing Bethel Park's paper records into an organized digital format and destroy the physical copies. This will bring the Municipality into compliance with PA State Law and allow for more organized record keeping. Multi-year project.	Installation of system by the end of the year, to begin archiving.
<i>Human Resources and Payroll Information System (2021)</i>	Installation and implementation of an automated, cloud-based HR system to better meet the needs of the Human Resources and Finance Departments. The system will automate aspects of the HR and Finance departmental workflow, increasing staff efficiency and reducing paper use and storage.	Begin implementation, conduct payroll on new system and annual benefits enrollment in preparation for full implementation in 2022.
<i>Compensation Tier Development (2021)</i>	Start utilizing benchmark system to compare current job titles and salaries to develop a Municipality of Bethel Park (MBP) salary tier, increasing transparency in salaries and providing a clear track of progression.	Creation of salary tier.
<i>CBA Negotiations (2021)</i>	Conduct Collective Bargaining Association negotiations.	Completion of negotiations.
<i>Performance Review Documentation (2021)</i>	Developing new performance review documents for year-end reviews.	Creation of new performance review documents.

