

The Municipality of Bethel Park 2022 Strategic Plan

Municipal Council

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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 33,577.

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 93 full-time equivalents and 26 part-time equivalents (*seasonal work not included*) 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 its 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. Resident safety 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. Focus 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.

Acknowledgements

On July 12th, 2021, the Municipality of Bethel Park formally adopted its first Strategic Plan. This 2021 Plan captured all 2021 project and priorities, and each project was listed alongside a description and a success threshold.

As the first Bethel Park Strategic Plan, the document served as the operational framework for future Strategic Plans. Using the 2021 Plan framework, the 2022 plan was shaped by incorporating input from Municipal stakeholders and partners.

Participants were invited to two separate Strategic Plan Reviews. The first was to collect feedback on the 2021 objectives to determine if they were relevant, needed changed, removed, etc. Once the objectives were updated, guests were invited back to a follow up meeting to help further refine them and ensure that the objectives met the Municipality's vision, mission, values, and priorities. Feedback from this meeting led to the finalized objectives in the 2022 Strategic Plan.

Moving forward, the Municipality plans to grow the number of Plan review participants. Thank you to everyone who helped shape the Municipality's direction going forward.

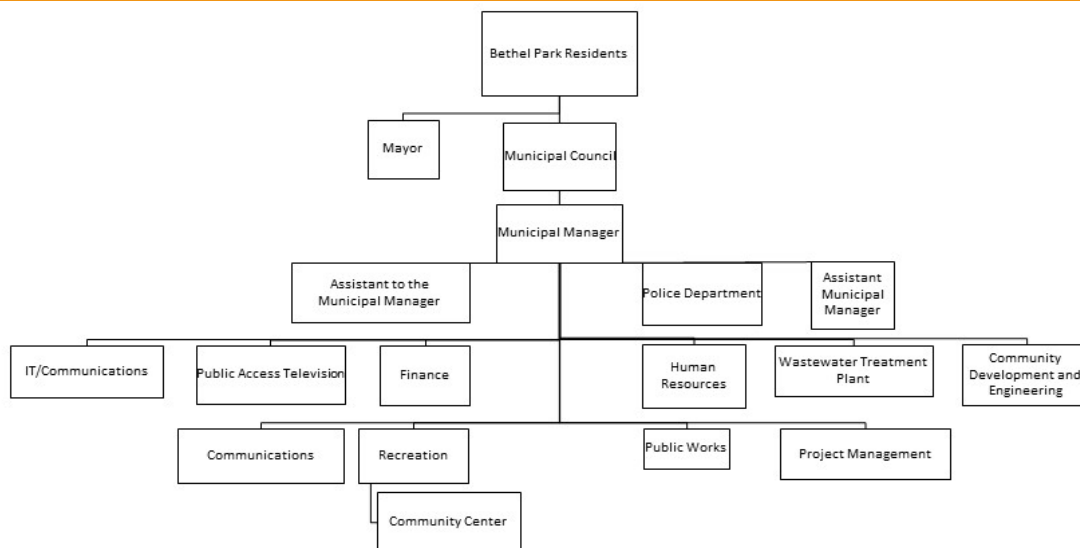


2022 Strategic Plan Review Participants:

- Bethel Park Municipal Council
- Bethel Park Volunteer Fire Company
- Bethel Park School District
- Municipality of Bethel Park Staff



Departments



The Municipality of Bethel Park is comprised of eight departments with 93 full-time equivalents (*FTE*) and 26 part-time equivalents (*PTE*), not including seasonal workers. The Municipality operates based on the General Operating Fund budgeted at \$32,688,261, the Sewage Fund budgeted at \$18,336,252, the Capital Projects Fund budgeted at \$10,488,812, the Liquid Fuels Fund with an estimated allocation of \$898,569, and the Fire Department Fund budgeted at \$1,731,069. Below are descriptions of each department.

Administration (7 FTE & 2 PTE): 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 (9 FTE & 1 PTE): Responsible for the overall Development within Bethel Park, from major land developments to residential and commercial building upgrades. These departments ensure that all ordinances are being followed through the review and inspection process for each permit issued; they're accountable to ensure infrastructure upgrades for all Municipal owned property, parks, roads, and sewer systems are being completed; and they uphold the goals and values of the Municipality.

Finance (4 FTE): 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 (44 FTE & 1 PTE): 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 full-time police patrol/investigative officers (*seven certified under the SHACOG Critical Incident Response Team Program*), emergency dispatchers and 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 the Patrol Division, the Communications Division, K-9 Division, Traffic Division, Investigations, Crime Prevention/Community Resource Division, the Bicycle Patrol, and a School Resource Officer Division.

Public Access Television (1 FTE): Bethel Park Public Access Television (BPTV) is Bethel Park's 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 own programs. BPTV also offers the opportunity to post on its community bulletin board, which airs on all BPTV channels between programs.

Public Works (21 FTE): 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 (2 FTE & 9 FTE): 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 the Department.

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 Flea Markets.

Wastewater Treatment Plant (10 FTE): 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, comprised 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



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



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



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

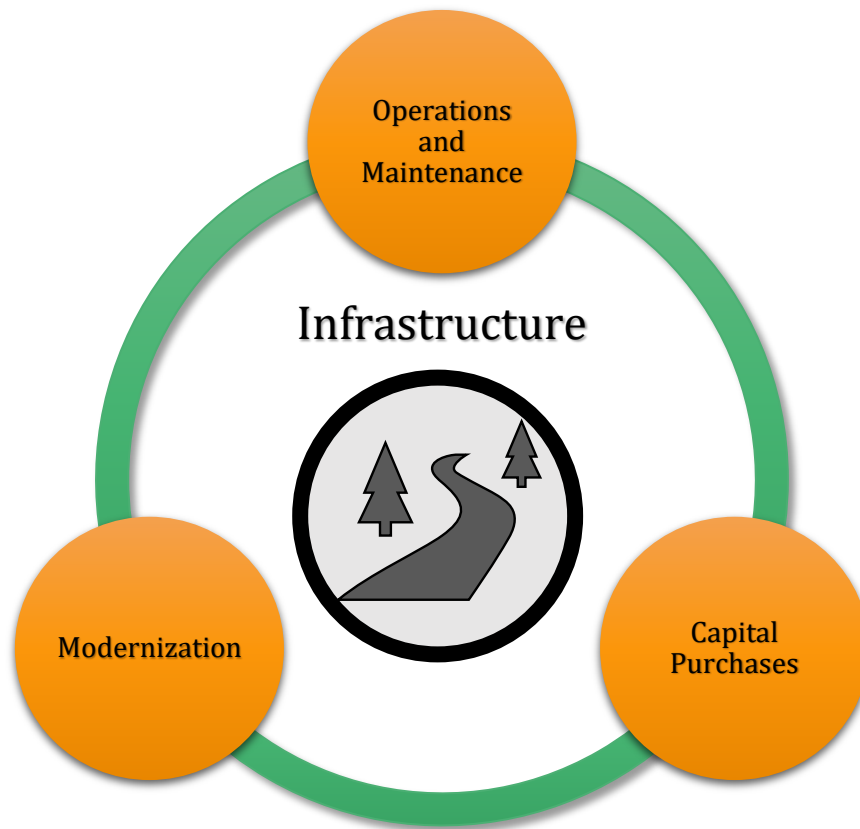


Creating a strong and diverse local economy. Cultivating redevelopment for healthy businesses and strong neighborhoods.



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

Infrastructure



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.

Efforts	Description	Success Threshold
<i>Road Program (Annual)</i>	This project involves paving roadways, landscaping, rejuvenator, and crack sealing Municipal owned roads. This is a yearly rehabilitation project.	Completion of all road program criteria for the year.
<i>Sanitary Sewer O&M (Annual)</i>	Each year the Municipality completes sanitary sewer O&M repairs to its lines. This includes point repairs, raising buried manholes, lining sanitary sewers, manhole rehabilitation and CCTV. This is done for compliance with Consent Order and the Corrective Action Plan.	Maintain compliance with Consent Order and Corrective Action Plan.
<i>Storm Sewer Repairs (Annual)</i>	Repair and replacement of inlets, manholes and endwalls. Excavate storm sewers in need of replacement and clean ponds to maintain capacity.	Repair and replacement of all needed items.



Infrastructure

Efforts	Description	Success Threshold
<i>MS4 Projects (Annual)</i>	Projects related to the requirements of the MS4 permit. This includes inlet replacement, sediment removal, stream restoration, pond cleaning, and installation of BMP controls.	Continued progress towards flood mitigation in Bethel Park.
<i>Storm Sewer CCTV (2022, 2024 - 2026)</i>	CCTV of Municipal storm sewer lines to determine if cleaning and repairs needed.	Begin CCTV of the system to increase over time, so a regular maintenance plan can be prepared when completed.
<i>Thunderwood (2022)</i>	Placement of a new storm sewer pipe and swale through the rear of the properties to prevent flooding.	Completion of storm sewer pipe and swale placement.
<i>Weight Limit Studies (2022-2023)</i>	Police cannot enforce weight limit signs without an engineering study to justify the requirements. Staff and Police have completed the study on 10 roads.	Complete five additional weight limit studies on roads within Bethel Park.

Objective: Capital Purchases

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

Efforts	Description	Success Threshold
<i>Police Vehicles (Annual)</i>	Bethel Park Police Department purchases three new Ford Interceptors per year. Three older vehicles will be taken out of service.	Continued replacement of three vehicles.
<i>Salt Vehicles (2022)</i>	Purchase of two international 7400 outfitted salt vehicles to replace the two existing 2013 and 2015 vehicles due to age. State contract will be used for the purchase, and the old vehicles will be placed for sale on auction.	Replacement of the 2013 and 2015 vehicles.
<i>Interstate Trailor (2022)</i>	Purchase of Interstate 16BST 27' Trailer to have the ability to transport Skid Loader and other heavy equipment to sites as needed.	Completion of purchase for 16BST 27' trailer.
<i>2022 Dodge Pickup (2022)</i>	Replacing existing 2013 F-250 vehicle with 2022 Dodge Pickup 4X4 for Sewage Treatment Plant due to maintenance issues. State contract will be used for purchase, and the old vehicle will be placed on auction.	Replacement of 2013 F-250 vehicle.
<i>Broadcast Equipment (2022)</i>	Purchase of upgraded equipment for the Municipality's Public Access Television Department.	Purchase of needed BPTV equipment.





Infrastructure

Efforts	Description	Success Threshold
<i>Police Portable Camera (2022)</i>	The Police Department is purchasing a camera along with software to allow detectives to remotely conduct surveillance. The camera is easily moved from one location to another and will be an effective tool in covert investigations.	Purchase of portable camera and complimentary software.
<i>Protective Equipment (2022)</i>	Purchase of new protective equipment for Bethel Park Police officers. Purchase in 2022 will allow instructors to familiarize themselves with the new equipment in preparation for training all other officers in 2023.	Purchase of the new equipment for the Bethel Park Police Department.
<i>Batteries for Data Center (2022)</i>	Purchase of new batteries for the Municipal Data Center to replace the current ones and improve battery run time.	Replacement of current batteries and improvement of run time on the batteries.

Objective: Modernization

Capital projects and purchases will improve Municipal equipment and operations, thereby promoting the operational effectiveness and resiliency ensuring continuity of government.

Efforts	Description	Success Threshold
<i>Energy Audit (2022)</i>	Energy audit of Municipal-owned facilities. This audit will help the Municipality to understand where the most energy is utilized and how it can be efficiently managed.	Completion of plan to manage energy efficiently.
<i>DQE Fiber Optic (2022)</i>	Replace existing Verizon Fiber Optic with DQE Fiber Optic for a 100% fiber optic network and more reliability.	Installation of 100% fiber optic network.
<i>Cloud Migration Project Phase 2 (2022)</i>	Extension of the Cloud Project from 2021 – Migration of servers to the cloud as needed, allowing for more accessibility, sharing and collaboration between staff and departments.	Needed servers migrated to the cloud and decommissioned.
<i>Dispatch Replacement Computers (2022)</i>	Two replacement desktop computers for Dispatch. The current desktop computers are now out of warranty.	Completion of desktop computer replacement.
<i>Annual Computer Replacement Program (Annual)</i>	Replacing the computers in various Municipal departments that are reaching their end of life to improve operations and better run programs.	Replacement of Municipal computers as needed.



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.

Efforts	Description	Success Threshold
<i>ADA Transition Plan (2022)</i>	The ADA Transition Plan will assess all Municipal-owned buildings and will outline deficiencies within each building.	Assessment of all Municipal-owned buildings completed.
<i>Flood Control Projects (Annual)</i>	Since 2018, the Municipality has been working on Flood Control Projects. With projects completed and more proposed, the Municipality will continue with planning for additional projects and move to construction for 2023.	Continue to complete and propose flood mitigation projects.
<i>Baptist at Hamilton (2022)</i>	Design of an intersection improvement plan for Baptist at Hamilton, including new light poles and turning lanes.	Intersection improvement plan completed.

Quality of Life

Efforts	Description	Success Threshold
<i>Live Well Speaker Series (Annual)</i>	Video/Facebook Live series with field experts offering advice on various aspects of healthy living.	Recording, posting and promotion of videos.
<i>Road Sweeper (Annual)</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 (Annual)</i>	Responsive deployment of snowplows on snowy days to ensure roads are cleared.	Roads are consistently clear of snow.

Objective: Connectivity

The Municipality works towards enhancing community connectivity through focused construction of alternative means of travel.

Efforts	Description	Success Threshold
<i>Community Sidewalks (Annual)</i>	As part of the road program or in the best interest of the Municipality, the Municipality needs to install/replace sidewalks where needed.	Utilization of annual funds to repair, replace and construct sidewalks based on current year plan.
<i>Sidewalk Study (2022-2024)</i>	The Municipality will conduct a study to develop a report which will detail all priority sidewalk areas and the criteria used. This report will assist the Municipality on determining where to focus sidewalk projects.	Conduct sidewalk study to determine priority sidewalk areas and focuses.

Objective: Public Facility Improvements

The Municipality continues to build and improve upon its facilities and programs, providing high quality and attractive recreational spaces for all Bethel Park residents.

Efforts	Description	Success Threshold
<i>Park Avenue – Phase 1 (2022-2023)</i>	The Municipality is transforming the Park Avenue baseball field into a splash pad facility. Amenities inside the enclosure are the splash pad, seating area, bathrooms, a pavilion, and plenty of greenspace.	Installation of all new Park Avenue amenities.
<i>Pickleball Courts (2022-2023)</i>	Pending receiving a state grant from DCED, the Municipality will complete the design and construction of pickleball courts at Millennium Park. The project will also have a parking lot and driveway built to accommodate players.	Completion of installation of pickleball courts, parking lot, and driveway at Millennium Park, if the grant is awarded.



Quality of Life

Efforts	Description	Success Threshold
<i>Pine Tree Park (2022 - 2023)</i>	Pending reception of a grant to fund the project, Pine Tree Park upgrades would include the installation of new playground equipment, resurfacing the basketball court and pavilion, installation of a new ADA sidewalk and landscaping installation to make the park more inviting.	Completion of Pine Tree Park update, if a grant is received.
<i>Simmons Park Trail (2022 - 2023)</i>	Install walking trails through the park and upper hillside. Meet with stakeholders to determine what the land should be used for. Once a concept and cost estimate are complete, seek grant money for trail projects.	Concept and cost estimates completed and grant money for trail projects awarded.
<i>Millennium Cameras (2022)</i>	Installation of cameras at Millennium Park.	Cameras fully installed at Millennium Park.
<i>Clifton Station (2022)</i>	Entire building renovation – roof, floor, lights, Plymovent, HVAC, office area, and restrooms.	Completion of Clifton Fire Station renovation.
<i>Property Acquisitions (Annual)</i>	Acquiring of Bethel Park abandoned/delinquent properties for Municipal purposes such as green spaces, trails, facility construction, stormwater management, beautification, and more.	Continued effort to acquire properties for public benefit.
<i>2725 Montour Site Work (2022)</i>	Work at 2725 Montour including maintenance and preparation for future trail work on the property and a potential future Municipal Building parking lot expansion.	Upkeep continued and preparations for 2725 Montour work completed.
<i>Peter Page SWM (2022)</i>	The project is designed to improve storm water management in the area, including above and below the project location.	Stormwater management improved at Peter Page Park and surrounding areas above and below the park.



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 pride, striving for sustainability, and facilitating an appearance for Bethel Park that makes it easily identifiable and gives it character.

Objective: Community Pride

Bethel Park prospers with all community members through fostering pride, involvement and sharing of accomplishments.

Efforts	Description	Success Threshold
<i>Creation of Bethel Park Volunteer Corps (2022)</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 fundraising money. The goal of the Volunteer Corps is to identify Bethel Park residents in need and provide the resources to match them with civic organizations or civic minded individuals/groups that can address their needs/requirements.	Facilitate and maintain a healthy partnership and communication with Volunteer Corps and community.
<i>Groundbreaking Ceremonies (Annual)</i>	Public relations events held to celebrate key projects. Local area residents will be invited to attend and learn more about the respective projects.	Host events for each key project and make project information available to residents.



Bethel Park Identity

Objective: Community Partnerships

Bethel Park succeeds through the development and support of strong, lasting partnerships with community stakeholders.

Efforts	Description	Success Threshold
<i>Outreach Teen and Family Services (Annual)</i>	The Municipality partners with Outreach Teen and Family Services and in 2022 will be providing two grants of \$10,000 (<i>General Fund grant and ARPA funds grant</i>) for a total of \$20,000 to support mental health and wellness resources for children and families in the community. This will be done again in 2023. This partnership is done jointly with the School District.	Sustainable coverage for Outreach to provide effective services.
<i>Bethel Park Library (Annual)</i>	Through this partnership, the Bethel Park Library is a direct beneficiary of taxpayer dollars through Municipality subsidization. The partnership works to provide exceptional services, classes, and reading materials for all ages.	Continued coverage and support of the Bethel Park Library.
<i>Bethel Park Volunteer Fire Company (Annual)</i>	.34 of the 2.78 millage rate for the Municipality goes to fund the Bethel Park Volunteer Fire Company, allowing them to remain an active and effective force while being 100% volunteer-ran.	Maintain the .34 millage rate for BPVFC to enable an effective force in promoting Bethel Park safety.
<i>Bethel Park Historical Society (Annual)</i>	The Municipality partners with the Bethel Park Historical Society to support their mission to research and preserve the rich history of Bethel Park.	Continued support and cooperation with the Historical Society to preserve and restore community history.
<i>Community Foundation (Annual)</i>	The Municipality partners with the Community Foundation to jointly work towards the promotion of local philanthropy within Bethel Park.	Continued cooperation with the Community Foundation for the wellbeing of the community.
<i>Bethel Park School District (Annual)</i>	The Municipality partners with BPSD to ensure both Municipality and School District vision and goals align to promote a high standard of living in Bethel Park.	Continued cooperation with BPSD to ensure visions and goals align.
<i>Veterans Memorial Committee (Annual)</i>	The Municipality partners with the Veterans Memorial Committee for the Bethel Park Veterans Memorial and to assist the Committee with the Memorial Day Ceremony.	Continued collaboration with the Veterans Memorial Committee to honor those who have served our country.



Bethel Park Identity

Efforts	Description	Success Threshold
<i>Partnership Expansion (Annual)</i>	Bethel Park is actively working to grow its existing partnerships while also seeking new opportunities for collaboration.	Continuing to facilitate growth in current partnerships while working to establish new ones.

Objective: Community Participation / Events

The Municipality strives to create opportunities to come together as a community that includes all Bethel Park residents.

Efforts	Description	Success Threshold
<i>No Cook Tuesdays (Annual)</i>	Local Vendors at the Community Center providing a variety of food each Tuesday while the event lasts.	High resident and vendor participation.
<i>Bethel Park Kindness Project (Annual)</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 (Annual)</i>	Summer event that consists of vendors, food trucks and a firework show.	Completion of advertising and hosting of Summer Spectacular.
<i>Farmers' Market (Annual)</i>	Market running each Tuesday from 3-7 p.m. that will offer a variety of locally grown or produced products while products are available. The Farmers' Market is partially sponsored by the Bethel Park Community Foundation and is done in partnership with Allegheny County.	Voted in the top three Farmers' Markets in Pittsburgh.
<i>Community Day (Annual)</i>	An event made to bring the community together and support Bethel Park students in school and athletic activities. The day begins with the Community Day Parade and is followed by a day of games, fundraisers, information, refreshments, and more.	Completion of advertising and hosting of Community Day.
<i>Halloween Events (Annual)</i>	Halloween events comprising of the Annual Halloween Decorating Contest, the annual Halloween Parade marked on the road by painted pumpkins, and trick-or-treating on Halloween evening from 6-8 p.m.	All Halloween events hosted and completed annually.
<i>Memorial Day (Annual)</i>	Memorial Day celebration comprising of three events: a ceremony held at the Bethel Park Veterans Memorial, a Memorial Day Parade, and a service held at Bethel Park Cemetery.	All Memorial Day events hosted and completed annually.





Bethel Park Identity

Efforts	Description	Success Threshold
<i>Light Up Night (Annual)</i>	Event kicks off the holiday season with the annual Tree Lighting Ceremony. Refreshments will be provided, and Santa Claus will make an appearance.	Annual completion of Bethel Park's Tree Lighting Ceremony.
<i>90+ Club Luncheon (Annual)</i>	In celebration of the lives of Bethel Park residents, an annual luncheon is hosted by the Mayor for residents in the 90+ Club.	Annual hosting of the 90+ Club Luncheon for Bethel Park residents in the club.

Objective: Sustainability

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

Efforts	Description	Success Threshold
<i>Sustainable Pennsylvania Certification (Annual)</i>	Recognition from Sustainable Pennsylvania for sustainable Bethel Park policy and practices that promote community prosperity. Bethel Park has achieved Gold Status by meeting at least 70% of certification criteria. Platinum Status is reached by meeting 90% of certification criteria.	Achievement of Platinum Status.
<i>Recycling Events (Annual)</i>	Hosting events in the community that will provide residents an opportunity to turn over hard to recycle items.	Advertisement and hosting of recycling events for residents.
<i>Keep Bethel Park Green (Annual)</i>	Support and expand the activities of the Shade Tree Commission.	Create partnerships with conservancies and parks agencies.
<i>Tree City USA (2022)</i>	Shade Tree Commission to begin application process with Tree City USA to become a member. Tree City USA is an organization that supports the maintenance and growth of tree cover, providing numerous benefits to participating communities.	Registered as a Tree City USA member.
<i>Recycling Grants (Annual)</i>	Annual application for grants to implement further sustainability and recycling measures within the Municipality.	Utilize recycling grants to improve sustainable measures within the community.





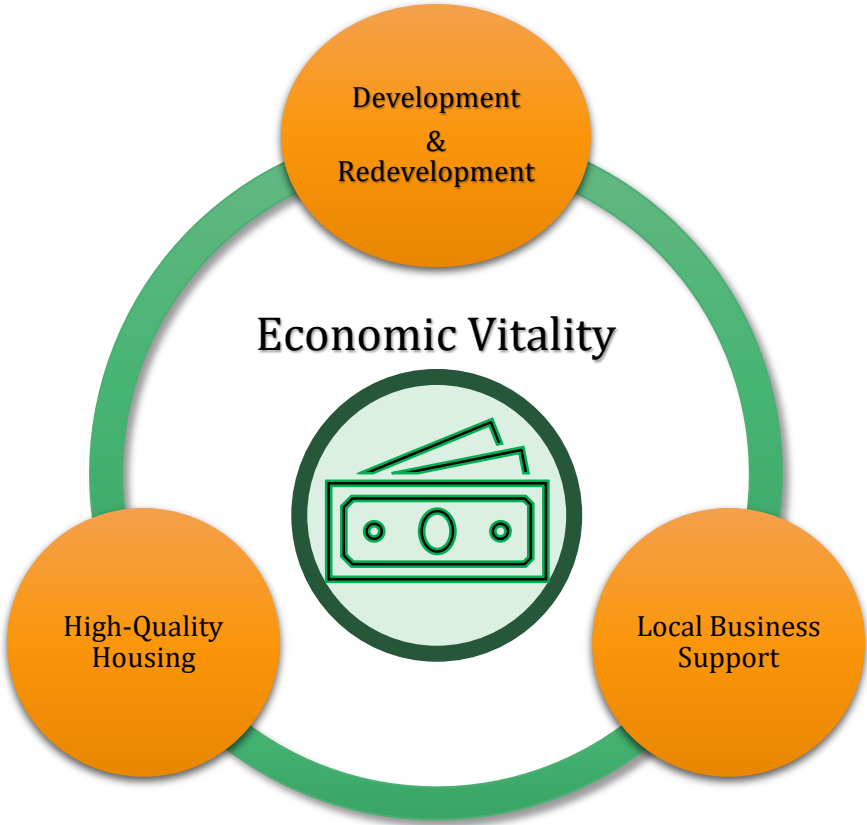
Bethel Park Identity

Objective: Bethel Park Appearance

Bethel Park works towards cultivating a sense of pride, ownership and identity through promoting an appealing and distinguishable “Bethel Park look.”

Efforts	Description	Success Threshold
Welcoming Signs (2022)	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.

Economic Vitality



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 fostering a healthy environment for development and redevelopment, while defining its processes to empower the Municipality and residents.

Efforts	Description	Success Threshold
<i>Municipal Code Review (2022-2024)</i>	Continue the multi-year project review of all chapters of the Municipal Code.	Elimination or adoption of revised multiple code chapters.
<i>Fire Prevention Plan (2022)</i>	Begin research into a formal Fire Prevention Plan, which would include annual and semi-annual inspections of commercial properties.	Research completed to determine viability and development of plan.



Economic Vitality

Objective: Local Business Support

Bethel Park works to support its local businesses in an equitable manner through various partnerships, promotions, visibility, and events.

Project	Description	Success Threshold
<i>Peters Township Chamber of Commerce (Annual)</i>	Collaboration with Peters Township Chamber of Commerce to pool resources and assist businesses and residents, conducting events and promotions in the community.	Joint promotion of local businesses and events.
<i>Bethel Park/Castle Shannon/South Park Chamber of Commerce (Annual)</i>	Collaboration with the BP/CS/SP Chamber of Commerce to pool resources and assist businesses and residents, conducting events and promotions in the community.	Joint promotion of local businesses and events.
<i>Local Business Profile (Annual)</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.
<i>Bethel Park Spring Makeover Challenge (Annual)</i>	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.

Objective: High-Quality Housing

Bethel Park promotes attractive and desirable residential and commercial buildings for both current and future residents and business owners, combating blight through education and policy.

Project	Description	Success Threshold
<i>Realtor Luncheon (Annual)</i>	Luncheon held to provide information to real estate agents on Bethel Park's services, amenities, its community, and educational opportunities so they may pass it on to their clients.	Realtor Luncheon held and information distributed to real estate agents.
<i>Code Enforcement Training (Annual)</i>	Various trainings for Bethel Park Code Enforcement Officers to ensure knowledge is up to date so they may educate residents on code related matters.	Continuation of code training to maintain knowledgeable staff.
<i>Website Code Information (2022)</i>	Addition of code information to Bethel Park website for resident education.	Code information listed on website.



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 continuously researches new innovative methods to improve its communication and strives to keep residents informed.

Efforts	Description	Success Threshold
<i>Audio/Video Upgrades for Chambers, Caucus Room, and Conference Room (2022)</i>	Upgrade the sound and video system in the Council Chambers and Caucus room. Upgrade the video capabilities in the front conference room.	Completion of upgrades to Council Chambers, Caucus Room, and front conference room.
<i>“Did you Know?” (2022)</i>	Creation of quick facts that can be posted through various outlets to provide residents with more information regarding Municipal operations.	Addition of “Did you Know” to BPTV and other desired outlets.
<i>Municipal Annual Report (Annual)</i>	Annual State of the Municipality to discuss with residents on the status and current projects of the Municipality.	Creation and dispersion of a Municipal Annual Report.



Municipal Excellence

Objective: Organizational Effectiveness and Accountability

The Municipality fosters a sense of pride and ownership over projects. It continually works to define its processes and look for new avenues to improve internal operations, while also developing innovative systems which allow for greater sharing and information dispersion.

Efforts	Description	Success Threshold
<i>Data Archiving/Scanning (2022)</i>	Second year of document scanning project – digitizing Bethel Park’s paper records into an organized digital format and destroying the physical copies, bringing the Municipality into compliance with PA State Law and allow for more organized record keeping.	Records archived and organized into a digital format in compliance with PA State Law.
<i>Website Refresh (2022)</i>	Complete overhaul and reorganization of the Bethel Park Municipality website to make it more appealing and easier for visitors to navigate.	Creation of a fully reworked Municipal website.
<i>Municipal Building Upper-Level Administration Office Renovations (2022-2024)</i>	Renovation of office space with a new design, allowing for better utilization of the Municipal Building’s current space.	Continued work and planning towards building renovation.
<i>Job Description Updates (Annual)</i>	Actively working to update job descriptions as necessary to not only give candidates and employees a clear view of a position, but to redefine roles and provide an understanding of how and why a job function is changing, creating a blueprint for success.	Updating job descriptions as necessary.
<i>Training and Development Tracking (Annual)</i>	In an ongoing effort to support key organization priorities such as attracting and retaining talent, developing people capabilities, motivating and engaging employees, and creating a values-based culture, the Municipality works towards creating more opportunities for training and development.	Continued facilitation and creation of more opportunities for training and development.

Objective: Fiscal Stewardship

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

Efforts	Description	Success Threshold
<i>GFOA Certificate of Achievement for Excellence in Financial Reporting (Annual)</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.





Municipal Excellence

Efforts	Description	Success Threshold
<i>GFOA Distinguished Budget Presentation Award (Annual)</i>	The Distinguished Budget Award encourages state and local governments to prepare and produce high quality budget documents.	Be awarded the GFOA Distinguished Budget Award.

