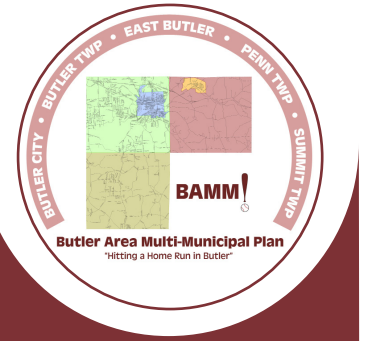


The BAMM Plan— “Hitting a Home Run in Butler”

The Butler Area Multi-Municipal
Comprehensive Recreation, Parks and
Open Space Plan

Butler Area Multi-Municipal Comprehensive Recreation, Parks and Open Space Plan

**City of Butler
East Butler Borough
Butler Township
Penn Township
Summit Township**



This project was made possible by the tireless devotion of Municipal Staff, Officials and volunteers. Additionally, special thanks is owed to the citizens of the Butler Area for their input and interest in the development of this plan.

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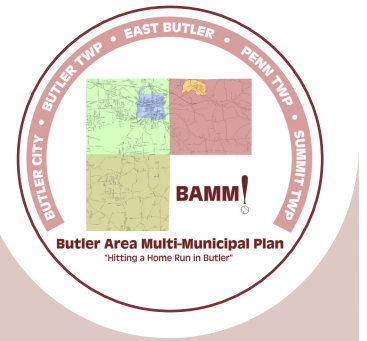
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Executive Summary



As the historic, social, and economic hub of Butler County, the City of Butler in many ways is the heart of the County. Over the last twenty years, significant changes have occurred within the City, as well as the greater Butler region. Time has shifted population bases, as well as economic and industrial centers. These sifting powers have in many ways drawn the municipalities of the greater Butler region together due to a collective interest and shared issues.

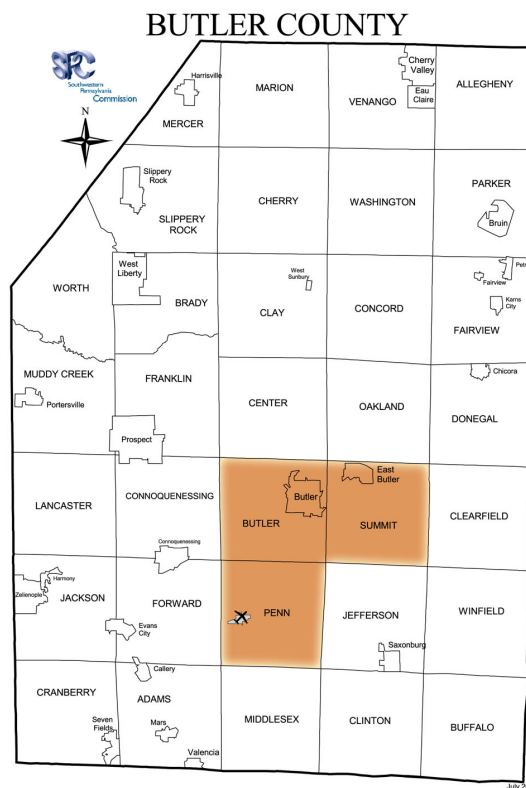
In 2007, noting the need to address issues impacting the entire region, five municipalities joined together to collectively identify their issues and create an action plan to better guide the future of the region through the development of a Multi-Municipal Comprehensive Plan.

With the City of Butler as the hub, the five communities that joined together to complete the plan include East Butler Borough, the City of Butler, Butler Township, Penn Township, and Summit Township, encompassing more than 70 square miles of varying landscapes.

Noting the unique opportunity presented by the preparation of a multi-municipal comprehensive plan, with grant funding obtained through the Department of Conservation and Natural Resources (DCNR), the scope of the planning effort was expanded to include this multi-municipal comprehensive recreation, parks and open space plan.

From a recreational stand point, all five communities share much in common. Each community currently owns at least one parcel of land which is maintained as a park or is earmarked as a future recreational space. However, organized municipal recreational services are not currently present in any of the five communities (the only exception is the City of Butler's Summer Park's Program). This deficiency is due largely to the lack of personnel, volunteer or paid, which would plan and operate organized recreational services through the municipalities. Beyond dedicated park maintenance staff in two of the communities, none of the municipalities have recreation personnel on staff. Additionally, none of the communities have acting parks and recreation boards.

With many similarities in municipal recreation, the comprehensive recreation, parks and open space plan followed a defined process of fact finding, public input, evaluation and analysis and the development of recommendations which are defined by specific action items. The following outlines the key elements of the planning process.





Executive Summary

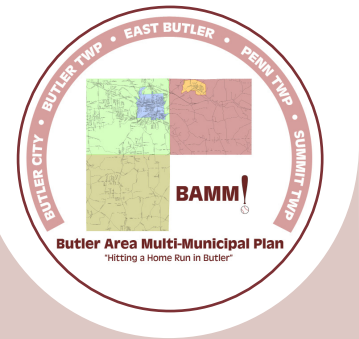
Where we are?

So why is there a need for a plan of this type in the greater Butler region? The following points offer several of the fundamental issues currently facing the region which lead to the undertaking of this planning effort:

- ❖ There is a need to provide direction and focus for the advancement of recreational opportunities in these communities.
- ❖ A comprehensive evaluation of recreational programs and facilities of the greater Butler region has not been completed.
- ❖ With continued growth in the region, there is a need to establish a mandatory dedication/fees-in-lieu of ordinance in each community.
- ❖ Before growth consumes land, there is a need to identify lands for potential recreational space.
- ❖ The Plan will provide a guide to establishment of regional recreation initiative.
- ❖ The development of local and regional trail infrastructure is an identified interest and need within the region.
- ❖ There is a need to begin to develop local partnerships.
- ❖ There is a need to identify recreation funding opportunities.
- ❖ There is a need to protect the region's valuable open spaces.
- ❖ There is a general desire to further recreation in the region.

In order to gain a full understanding of the existing conditions, a detailed evaluation of all aspects of recreation within the region was conducted. This evaluation included an investigation of the recreational resources, municipal parks, maintenance procedures and equipment, personnel, financing and the policies and procedures currently in place. This phase of the project set the groundwork for the next phase of work and ultimately guided the development of the plan recommendations.

Executive Summary



Where do we want to be?

Defining the future of recreation in the greater Butler region was largely guided by the input of residents. As such, public input gathering methods were vital to the initial development of this plan. The first step was accomplished with the establishment of a project study committee. The study committee was the decision making body that worked with the planning consultant for the duration of the planning process. It was the duty of the study committee to ensure that the needs of the residents were reflected in the recommendations of this plan.

To ensure that the voice of the community was heard, a significant public input process was conducted. The cornerstone of the Comprehensive Recreation, Parks and Open Space planning process is the engagement of those who will benefit from recreational opportunities in the greater Butler region, the residents of the region. Thus a detailed, multi-phased public input gathering process was conducted jointly with the larger Multi-Municipal Comprehensive Plan. The input gathering methods utilized for these planning efforts include a community survey, key person interviews, multiple public meetings and meetings with local recreation providers.

An important step in directing the future of recreation in the community comes with the establishment of a mission statement. The study committee crafted a draft mission statement at the beginning of the planning process and, as the project evolved, made necessary revisions responding to the changing needs of the project. After considerable discussion and review, the study committee settled on a slightly different approach to a standard mission statement. Rather than a standard narrative statement, the committee developed a visual graphic as a way to rationally communicate a complex set of ideas. The components of this graphic statement are essentially the same as a written narrative statement, but are formatted differently. In this statement, the broad categories are refined by concise statements which demonstrate the desired actions needed to create the intended benefits which, in turn, will achieve the ultimate goals of this plan. This format provides a clear idea of the cause and effect relationship existing between the key components of the mission statement.

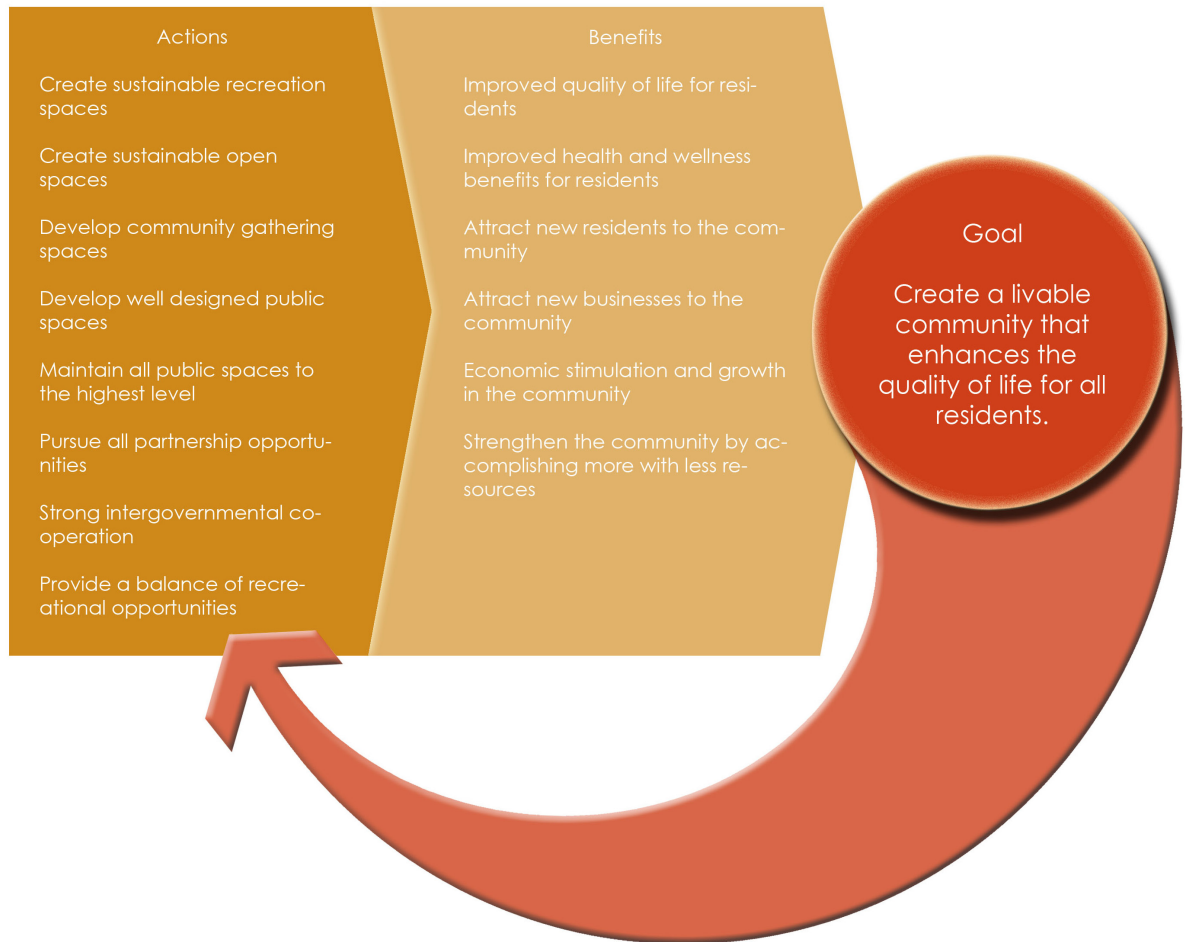
Highlights of the Public Input Process

- ❖ Almost 90% of those responding felt that the Butler area municipalities should partner in the development of parks and recreational programs and facilities.
- ❖ Existing parks and recreational facilities should be improved.
- ❖ The facilities that are most desired by residents are:
 - Walking trails
 - Restrooms
 - Nature trails
 - Picnic areas and tables
 - Bike trails
- ❖ Over 63% responded that public recreation is either important or very important to their family.
- ❖ 65.8% responded that their municipality should provide recreation programming for all ages, abilities and interest groups.
- ❖ Nearly 40% of responses indicate that they travel five or fewer miles for recreation facilities. This indicates that 40% of residents find their recreation facilities within the BAMM study area.
- ❖ Nearly half responded that existing parks are in need of some improvements.
- ❖ The establishment of a regional trail system is a top interest.
- ❖ The types of programs residents are most interested in:
 - Special events
 - Outdoor/nature programs
 - Educational
 - Cultural
 - Youth
 - Adult
 - Teen
 - Seniors
- ❖ Over 65% of residents support increasing funding towards recreation, parks and trails within the community
- ❖ Nearly 65% of residents support additional monetary funding directed toward parks and recreation.



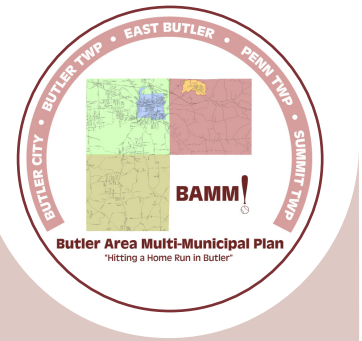
Executive Summary

The Mission Statement



This statement is a reflection of the region's direction, purpose and goals for the parks, recreational opportunities and open spaces over the next ten years. Because of the importance of the mission statement, it is imperative that the mission statement be re-evaluated annually to determine if it is reflective of the current initiatives being undertaken in the region.

Executive Summary



How do we get there?

This is where the “rubber hits the road!” At the conclusion of the public input process and the background information gathering and analysis phase, the study committee began to formulate the recommendations of this plan. Building on the development of the mission statement, the study committee developed a targeted list of goals. A goal is a target that states exactly what must be done, who must do it, and when it must be accomplished. Covering a broad spectrum of recreational aspects, the goals (or recommendations) represent the direction in which the greater Butler region will move in the future. An extensive list of goals and objectives was developed by the study committee and define the immediate, moderate and long-term recreational needs of the region. These goals represent the foundation upon which the recommendations of this plan are built.

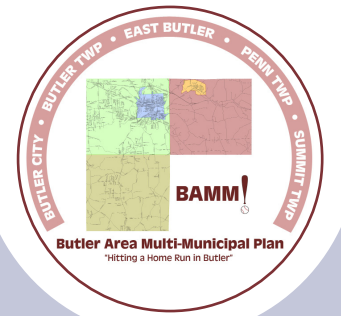
Goals

- ❖ *Develop a comprehensive network of safe bicycle and pedestrian access routes in the greater Butler area.*
- ❖ *Develop a unified and cohesive method to publicize existing recreation facilities, recreation programs and general recreational opportunities in the greater Butler area.*
- ❖ *Develop partnerships among municipalities, local organizations and recreation providers to foster a culture of open communication and collaboration.*
- ❖ *Maintain all municipal recreation facilities to the highest level of acceptable standards to ensure clean, safe and aesthetically pleasing facilities.*
- ❖ *Develop a plan to ensure the long-term financial sustainability for the operation, maintenance and development of parks, recreational facilities and programs.*
- ❖ *Preserve open space areas that contain features of natural and/or cultural significance.*
- ❖ *Develop and maintain clean, safe and well designed facilities that meet the needs of all users in the community.*
- ❖ *Maintain the staff necessary to support the development, implementation and maintenance of all facilities and programs.*
- ❖ *Build a culture of sustainability within the parks and recreation organization to promote green building practices and the use of alternative methods for park development and maintenance.*
- ❖ *Develop a well rounded offering of programs for all age and user groups within the community.*

It should be noted that, like all planning documents, this plan has a lifespan. It is anticipated that the recommendations of this plan will guide the Butler region for the next 10 years. At that time, it will be critical to examine this plan for the applicability of the recommendations and, at that time, explore the need for the completion of a plan update. This will ensure that the recreational needs of the community are met in a way that is responsive to the ever changing trends and needs of an ephemeral population.

Additionally, it is important to view this document not as rigid framework of recommendations, but rather as a guide to assist in the planning of recreational facilities, programs, personnel and maintenance needs. This document will be best serve the region only if it is used as a guide. Thus, it must be stated that municipal Officials and Staff must be open to accommodate and react to unforeseen changes and opportunities which may arise during the lifespan of this document.

Mission Statement and Goals



A mission statement is one of the most important statements an organization can develop to help define and direct the success of an organization. By definition a mission statement is a clear, succinct description of an ideal future. It provides a vision of what success would look like. It is essential in helping employees, volunteers and others understand how their work supports the larger purpose of the agency. Therefore, a good mission statement should state what the organization is all about, what its reason is for being, and what its purpose is. An organization can develop a mission statement by answering the following questions:

- Who are we?
- Whom do we serve?
- What is our purpose?
- How do we serve?
- What are the essential elements of our programs and services?

The answers to these questions create a foundation for developing goals which are the specific practical actions that will be required to accomplish the mission.

After considerable discussion and review, the study committee ultimately established a mission statement to serve this Multi-Municipal Comprehensive Recreation, Park, and Open Space Plan. This effort was initially taxed by the question: Should each community develop their own statement, or, should it be a statement encompassing the region? As two of the communities involved already have mission statements in place, it was determined that a regional mission statement would be more beneficial to this comprehensive plan.

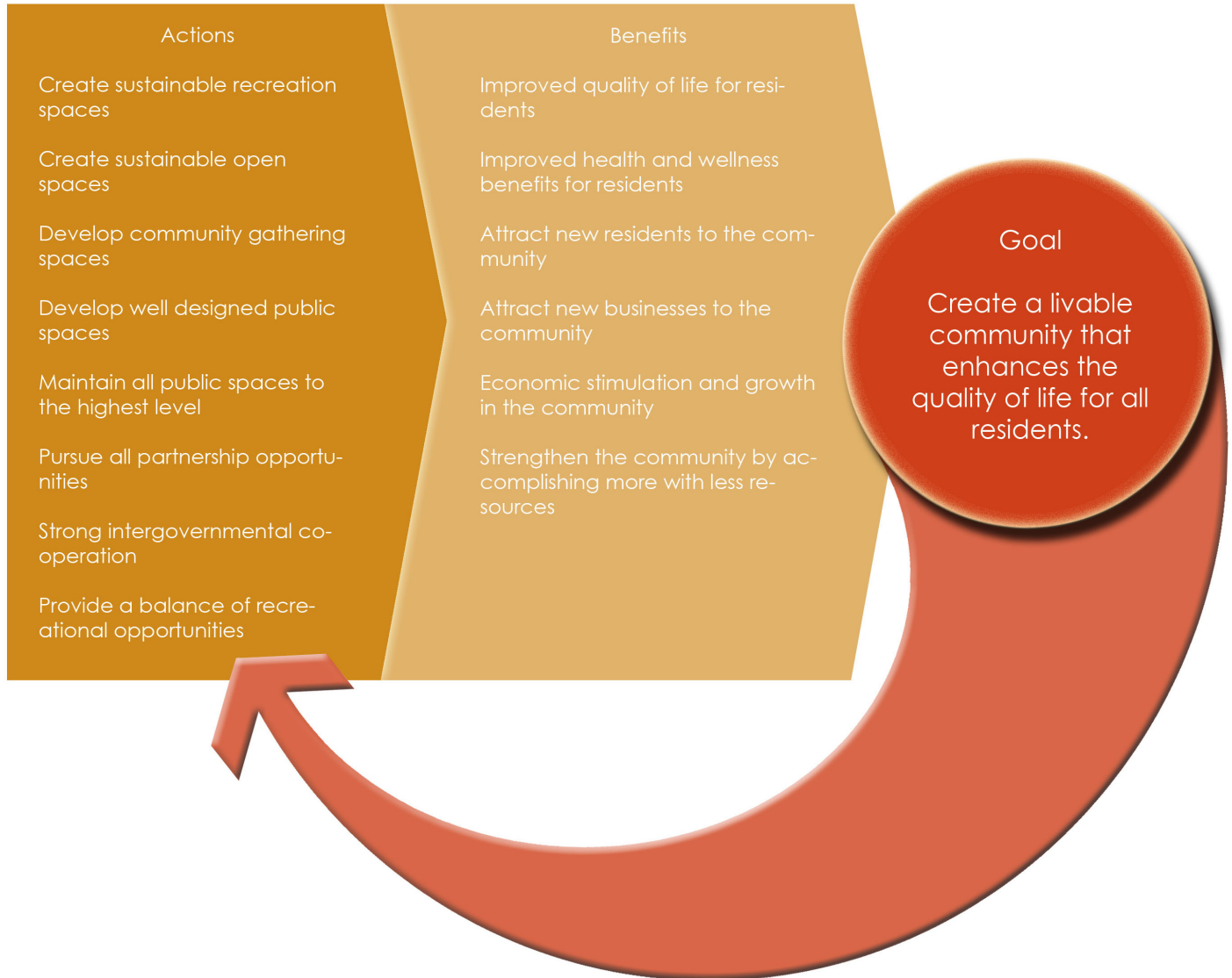
Given the unique character of this plan, the study committee decided to present their regional mission statement in a slightly different manner. Rather than a standard narrative statement, the committee developed a visual graphic as a way to rationally communicate a complex set of ideas. The components of this graphic statement are essentially the same as a written narrative statement, but are formatted differently. In this statement, the broad categories are refined by concise statements which demonstrate the desired actions needed to create the desired benefits which, in turn, achieves the ultimate goal. This format provides a clear idea of the cause and effect relationship existing between the key components of the mission statement.

The Butler Area Multi-Municipal Study Committee has developed the following formatted mission statement to provide a regional guide for the future development of programs, services and facilities with the goal of enhancing the regional economy and improving the quality of life for the residents of the region.



Mission Statement and Goals

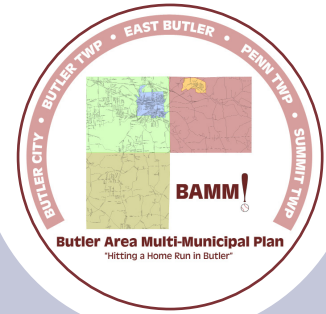
The Mission Statement



The mission statement sets the foundation for all goals and recommendations identified in the planning study. It also provides the guidance needed to establish a comprehensive list of goals for the region, for each municipality involved, and for the future Parks and Recreation Committee(s) that may be formed. A goal is a target that states exactly what must be done, who must do it, and when it must be accomplished. It also means setting priorities. The goals should be clear and concise so that they can be easily understood by those who are to carry them out.

To better define the goals, objectives are established which provide further initiatives of each goal. These objectives break the goals down into smaller parts that can be accomplished more easily. By prioritizing the objectives and completing them in an orderly and timely manner, each goal can more easily be achieved with new goals set

Mission Statement and Goals



as the communities and region grows. This will create a positive impact on the region as the residents see things happening in the parks, open space being preserved, programs developing and the economy improving.

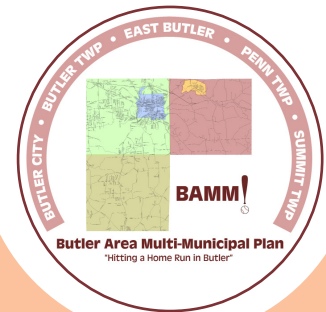
The following goals have been identified by the study committee and represent the foundation upon which the recommendations of this plan are built:

Goals

- ❖ **Develop a comprehensive network of safe bicycle and pedestrian access routes in the greater Butler area.**
- ❖ **Develop a unified and cohesive method to publicize existing recreation facilities, recreation programs and general recreational opportunities in the greater Butler area.**
- ❖ **Develop partnerships among municipalities, local organizations and recreation providers to foster a culture of open communication and collaboration.**
- ❖ **Maintain all municipal recreation facilities to the highest level of acceptable standards to ensure clean, safe and aesthetically pleasing facilities.**
- ❖ **Develop a plan to ensure the long-term financial sustainability for the operation, maintenance and development of parks, recreational facilities and programs.**
- ❖ **Preserve open space areas that contain features of natural and/or cultural significance.**
- ❖ **Develop and maintain clean, safe and well appointed facilities that meet the needs of all users in the community.**
- ❖ **Maintain the staff necessary to support the development, implementation and maintenance of all facilities and programs.**
- ❖ **Build a culture of sustainability within the parks and recreation organization to promote green building practices and the use of alternative methods for park development and maintenance.**
- ❖ **Develop a well rounded offering of programs for all age and user groups within the community.**

A prioritized list of objectives which provide action items for each goal is provided in Chapter 11 (Implementation Strategies) of this document.

Community Background



As the historic social and economic hub of the county, the City of Butler in many ways anchors the study area for this exciting and unique multi-municipal comprehensive recreation, parks and open space plan. Encompassing five municipalities in the central portion of Butler County, the project area covers over 70 square miles of varying landscapes.

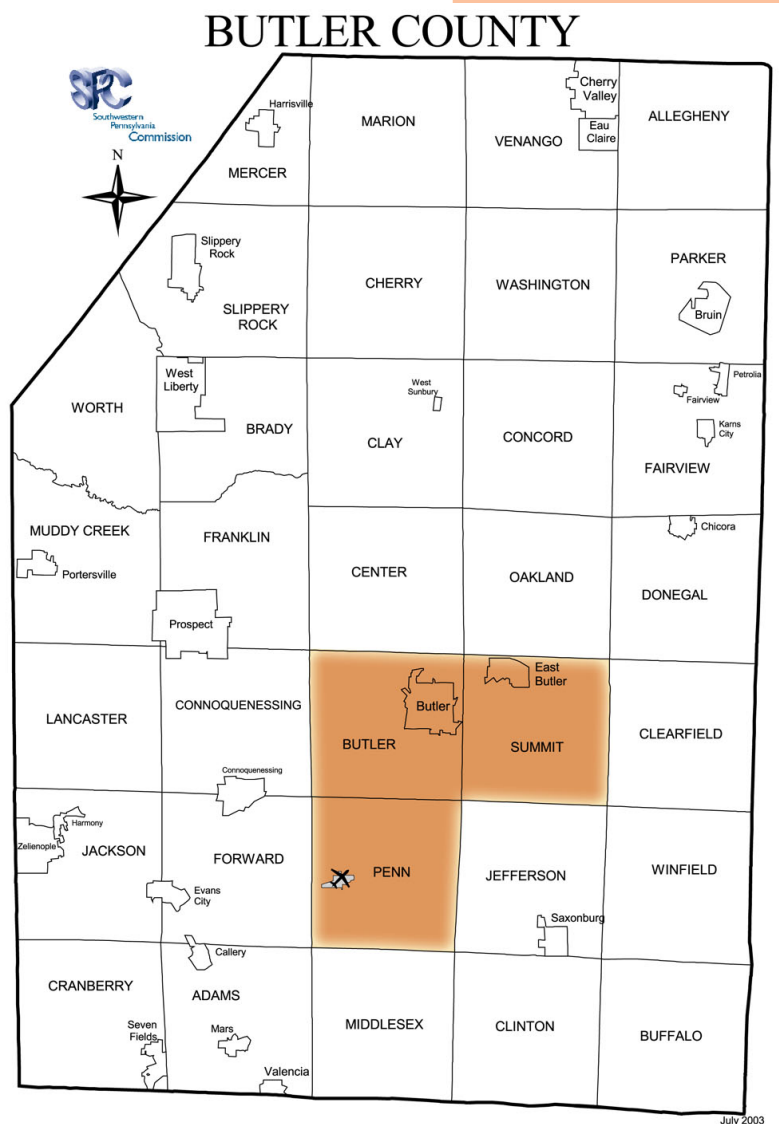
The five municipalities which collectively partnered together to complete this planning effort are:

- East Butler Borough
- City of Butler
- Butler Township
- Penn Township
- Summit Township

Each with unique qualities, the communities share a common history and collective sense of place. Ranging from dense urban communities in downtown Butler and East Butler to sprawling farmland in Summit and Penn Townships, the landscape within the study area is unique, varied and in keeping with western Pennsylvania.

Typical of the Allegheny Plateau region, central Butler County is made up of a varied and interesting landscape which is bisected by heavily wooded and steeply sloping stream corridors that give way to plateaus of rich fertile agricultural lands. Dotted along this landscape are the historic communities of the region including Herman, Meridian, Nixon, Renfrew, Lyndora, Highfield, East Butler and, the largest of them, the City of Butler.

With easy access to major transportation corridors such as Routes 422, 8, and 68, the communities of the greater Butler area are located within an easy commute of major interstate routes such as Interstate 79, 80 and the Pennsylvania Turnpike. These major interstate corridors provide access to regional economic hubs, specifically the greater Pittsburgh metropolitan region and Cranberry Township.





Community Background

Existing Municipal Recreation

From a recreational stand point, all five communities share much in common. Each community currently has at least one park or parcel of land which is earmarked as a recreational space. However, organized municipal recreational services are not currently present in any of the five communities (the only exception is the City of Butler’s Summer Parks Program). This deficiency is due largely to the lack of personnel, volunteer or paid, which would plan and operate organized recreational services through the municipalities. Beyond dedicated park maintenance staff in two of the communities, none of the municipalities have recreation personnel on staff. Additionally, none of the communities have acting parks and recreation boards.

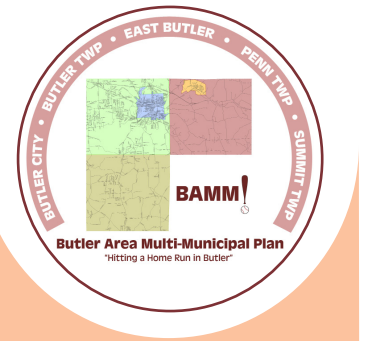
Despite the lack of organized municipal recreation programming, a variety of existing municipal recreation facilities are offered to residents. The City of Butler has the largest concentration of municipal recreation facilities, as well as parks that contain the most diversity of use areas. Butler Township on the other hand has the largest holdings of park land. The following table provides a brief review of the public recreation facilities in each municipality. Detailed information on each of these facilities is provided in Chapter 7 and the Appendix of this document.

Table 3.1 – Existing Public Recreation Facilities

Butler Township	Butler Township Park	90 acres
	Deshon Woods	10 acres
	Alameda Park (Butler County facility)	417 acres
	Dan Lohner Park	.3 acres
	Preston Property (to be transferred to the Township in 2010)	90 acres
	Butler County Community College (County leases the ball field at the college)	300 acres (+/-)
East Butler Borough	Baseball Park	16.8 acres
	Parklet at 5 th and Broad Street	.2 acres
	Parklet adjacent to the VFD	.3 acres
Penn Township	Renfrew Park	1.5 acres
	Harcrest Park (not yet developed)	49.5 acres
Summit Township	Park property on Bonniebrook Road (not yet developed)	10 acres
	Butler-Freeport Trail (rail trail to be completed through Township in 2010)	N/A
City of Butler	Memorial Park	85 acres
	Ritts Park	7 acres
	South Hills Playground	.3 acres
	Institute Hill Playground	.7 acres
	Rotary Park	2 acres
	Old High School Football Field (School District Owned)	4 acres (+/-)
	Diamond Park (County Owned)	1 acre
	Father Marinaro Park	7 acres
	Whippo Avenue Park (County owned, City nurtured)	1.3 acres
Pullman Park (City owned, association operated)	7.3 acres	

Regardless of the size or diversity of uses, each community holds valuable community assets in each of their park properties. These resources are vital to the community and the overall quality of life aspects expected by current and future residents.

Community Background



Demographics

As this document is a sister document to the larger Butler Area Comprehensive Multi-Municipal Plan (BAMM Plan) the following demographic section is reduced to only a brief review demographics that are relevant to recreation planning. Detailed understanding of the community demographics can be obtained at the Southwest Pennsylvania Commission website at the following link: http://www.spcregion.org/pub_census.shtml.

Table 3.1 - Population Density

Municipality	Total Population	Municipal Area in Square Miles	Density Per Square Mile
City of Butler	15,121	2.7	5,611.3
East Butler Borough	679	1.044	650.4
Butler Township	17,185	21.6	799.2
Penn Township	5,210	24.2	215.8
Summit Township	4,728	22.3	212.1

Source: SPC "Profile of General Demographic Characteristics"

Based on Table 3.1, the population density of the region varies greatly and is representative of the settlement patterns of each municipality. The low density of Penn and Summit Townships reflects the rural character of each community which contrast the high density of the urban environment found in the City.

Table 3.2 - Population by Age

Age Range	Number of People					% of Total
	City of Butler	East Butler Borough	Butler Township	Penn Township	Summit Township	
Under 5	1,088	36	865	286	270	5.93%
5 to 9	950	33	971	434	339	6.35%
10 to 14	993	52	1,060	402	342	6.64%
15 to 19	934	37	966	334	528	6.52%
20 to 24	1,088	38	701	186	212	5.18%
25 to 34	2,309	96	1,901	507	614	12.64%
35 to 44	2,267	102	2,466	952	753	15.24%
45 to 54	1,864	95	2,694	807	618	14.17%
55 to 59	654	43	1,039	318	248	5.37%
60 to 64	537	31	898	263	208	4.51%
65 to 74	1,041	57	1,706	387	323	8.18%
75 to 84	1,031	53	1,496	240	228	7.10%
Over 84	365	6	422	94	45	2.17%
Total	15,121	679	17,185	5,210	4,728	42,923

Source: SPC "Profile of General Demographic Characteristics"



Community Background

Table 3.3 - Population by Ethnic Make-up

Race	Number of People					
	City of Butler	East Butler Borough	Butler Township	Penn Township	Summit Township	% of Total
One race only total	14,949	679	17,104	5,193	4,712	99.33%
White	14,444	677	16,904	5,145	4,512	97.11%
Black or African American	335	0	92	13	188	1.46%
American Indian & Alaska Native	21	0	9	3	1	.08%
Asian	66	1	78	28	10	.43%
Asian Indian	6	0	27	12	3	.11%
Chinese	20	0	15	4	0	.09%
Filipino	9	0	10	4	0	.05%
Japanese	13	0	4	0	0	.04%
Korean	9	0	10	6	4	.06%
Vietnamese	3	0	5	0	1	.02%
Other Asian	6	1	7	2	2	.04%
Native Hawaiian & Other Pacific Islander	4	1	9	2	0	.04%
Native Hawaiian	0	0	0	0	0	0%
Guamanian or Chamorro	4	0	1	0	0	.01%
Samoan	0	0	3	1	0	.009%
Other Pacific Islander	0	1	5	1	0	.01%
Some other race	79	0	12	2	1	.22%

Source: SPC "Profile of General Demographic Characteristics"

Tables 3.2 and 3.3 reflect the general age and ethnic character of each municipal population, based on the 2000 U.S. Census. From a recreation viewpoint, the age and ethnic makeup of a community are very important factors to consider when planning recreational programs and facilities. In order to meet the needs of your residents, you need to know who your residents are. By understanding the needs of specific age groups and/or ethnic groups, recreational opportunities can be better tailored to meet specific community needs. It is also very important to keep in mind that, as time goes on, the general character of the population will change and it will become important to respond to the evolving recreational needs of the community.

Table 3.4 - Households with Key Age Groups

Age Range	Number of People					
	City of Butler	East Butler Borough	Butler Township	Penn Township	Summit Township	% of Total
Total Households	6,740	295	7,201	1,896	1,682	17,814
Households with people under 18 years old	1,936	82	1,985	696	570	29.58%
Households with people 65 years & over	1,853	86	2,395	432	412	29.07%

Source: SPC "Profile of General Demographic Characteristics"

As can be seen in the table above, nearly 60% of households contain people from two key age groups important to recreation programming, youths and seniors. With approximately % of households with at least one youth and nearly 30% of households with at least one senior, the demographics of study area support the need for programs and facilities aimed at these two age groups.

Community Background

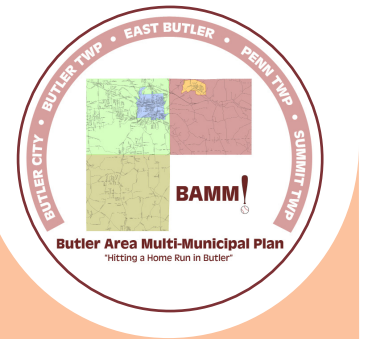


Table 3.5 - Median Income

Household Income	Number of Households					
	City of Butler	East Butler Borough	Butler Township	Penn Township	Summit Township	% of Total
Total Households	6,692	301	7,229	1,909	1,682	17,813
Less than \$10,000	1,169	18	579	75	146	11.15%
\$10,000 to \$14,999	736	32	565	66	85	8.34%
\$15,000 to \$24,999	1,426	66	990	188	261	16.45%
\$25,000 to \$34,999	873	35	952	270	258	13.40%
\$35,000 to \$49,999	1,091	63	1,181	355	287	16.72%
\$50,000 to \$74,999	901	60	1,539	482	484	19.46%
\$75,000 to \$99,999	282	16	841	223	135	8.40%
\$100,000 to \$149,999	127	8	408	144	26	4.00%
\$150,000 to \$199,999	20	0	100	67	0	1.05%
\$200,000 or more	67	3	74	39	0	1.03%

Source: SPC "Profile of General Demographic Characteristics"

Table 3.6 - Median Household Income

Municipality	Median household income in 1999
National	\$41,994
Pennsylvania	\$40,106
Butler County	\$42,308
City of Butler	\$25,154
East Butler Borough	\$34,821
Butler Township	\$41,274
Penn Township	\$50,025
Summit Township	\$39,385
BAMM Communities Average	\$38,131.80

Source: SPC "Profile of General Demographic Characteristics"

It is important to understand the income level of your community when beginning to develop and plan for fee based recreational programs. Based on the 2000 U.S. Census, the average median income level of households in the study area is slightly lower than that of the County, State and the National averages. Table 3.5 provides a more detailed breakdown of household income levels and the number of households in each community per income bracket. The notable statistic that can be identified from these two tables is that approximately 50% of households in the study area earn less than the average median household income for the BAMM Communities as identified in Table 3.6. This statistic is an important one to understand as the communities begin to develop recreational opportunities, facilities, programs and associated fee structures.

Table 3.7 - Average Travel Times

Municipality	Average Travel time to work in minutes
National	25.5
Pennsylvania	25.2
Butler County	25.3
City of Butler	21.7
East Butler Borough	18.1
Butler Township	21.8
Penn Township	26.4
Summit Township	23.8
BAMM Communities Average	22.36

Source: SPC "Profile of General Demographic Characteristics"

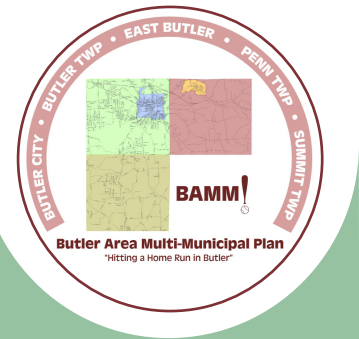


Community Background

Table 3.7 lists the average commute time for community residents. This is an interesting statistic to better understand the daily routines of residents. This is especially important for recreation planning as we can obtain a glimpse into the amount of time residents spend in their cars traveling to and from their place of work. Based on the average commute time, residents of the BMM area spend approximately three minutes less time commuting than that of the average Pennsylvanian.

An important note is that as more residents move into the community and commute times become longer, due to increased traffic and congested transportation routes, the need for recreational opportunities closer to home will become ever more important. With many families having two working heads of the household commuting to and from work, time spent close to home with the family will be an ever more important attribute. A diverse offering of recreational facilities and programs within the community will enhance the quality of life for existing residents while also providing an attractive opportunity to bring new residents into the community.

Public Participation



As the cornerstone of all public planning processes, community input is vital to the long-term success and implementation of this plan. Conducted in conjunction with the Butler Area Multi-Municipal Plan, the public input process was a significant first step in the development of each planning process.

To ensure that the voice of all residents was heard, three strategic methods of community input collection were implemented. The methods utilized included key person interviews, a community input survey, and public meetings. In addition to the above listed processes, monthly meetings were held with a designated study committee. The committee was involved in every step of the planning process and acted as an additional conduit of community input as the committee members provided a direct link between residents and the planning team.

The following discussion provides a brief synopsis of the main community input gathering methods. The full results of each community input gathering process are provided in Appendices A-G.

Study Committee Meetings

To ensure continuity between plan elements and to keep an open dialog, monthly study committee meetings were conducted for the duration of the planning process. The study committee was assembled at the beginning of the planning process and included individuals from a diverse cross section of community residents and key stakeholders. Table 4.1 identifies the study committee members and their affiliation.

Table 4.1 – Study Committee Members

Member Name	Affiliation
Bruce Betty	Resident – Butler Township
Clinton Bonetti	Zoning Officer – Penn Township
Chuck Davey	Resident – City of Butler
Cindy Davis	Zoning Officer – Butler Township
Jonathan Dreher	Resident – City of Butler
Donna Druga	Resident – Butler Township
Kelly English	Resident – City of Butler
Quinn Hackwelder	Resident – City of Butler (Former)
Kathy Kline	Council Woman – City of Butler
Jill Kraus	Resident – City of Butler
Audrey Moore	Resident – Summit Township
Daryl Patten	Resident – Butler Township
Gary Pinkerton	County Parks and Recreation Director
Doug Sober	Resident – Penn Township
Louise Spohn	Resident – East Butler Borough
Chris Ziegler	Coordinator - Butler-Freeport Trail

For each meeting, the consultant prepared an agenda and meeting minutes. An agenda was emailed to each committee member prior to the meeting and meeting minutes were sent out following each meeting, typically, within two weeks. All meeting agenda and meeting minutes are provided in Appendix Sections F and G.



Public Participation

Public Meetings

Given the large geographic size of the study area, it was decided to conduct five public input meetings with each meeting taking place within one of the five municipalities. These meetings were conducted jointly with Poggemeyer Design Group (PDG) as part of the overall Butler Area Multi-Municipal planning effort.

All meetings were facilitated by the consultant team in order to identify strengths, weaknesses, opportunities and threats (SWOT exercise) associated with recreational facilities and programs in the community. A more detailed review of the findings of these public meetings can be found under the public input chapter of the Butler Area Multi-Municipal Comprehensive Plan.

Specific items regarding recreation, identified at the public meetings, include:

East Butler/Summit Township:

- The need for parks and recreation facilities in the Township remains a debated issue.
- The park behind Summit Academy was not maintained and fell apart.
- Don't raise taxes to have parks in the Township.
- The land behind the Herman Fire Department building is available for a park.
- Consider the Township-owned 10 acres near the Township building and adjacent to the planned Rails-to-Trails area.
- East Butler parks need pavilions and restrooms.

Penn Township:

- It is hoped that the potential new Township Park could provide a place for Township-wide activities and special events that would help renew a greater sense of community.

Butler Township:

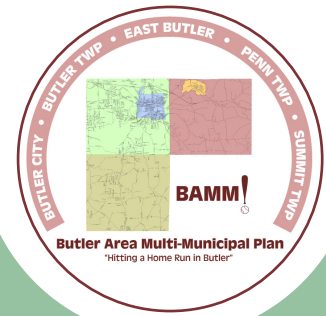
- Parks & Recreation should be a greater Butler cooperative effort.
- Improved maintenance of the parks.

City of Butler:

- Open the pool
- Better maintenance of the parks.

A public meeting, held on March 30, 2010, was conducted in order to present the findings of the draft comprehensive recreation plan. The consultant team made a brief presentation of the plan and the recommendations of this plan. At the conclusion of the presentation, the audience was invited to review the information in an open-house style format. As part of the open-house, everyone in attendance was asked to provide comment on the findings of the comprehensive, recreation, parks and open space plan.

Public Participation



Key Person Interviews

Early in the planning process, the consultants conducted a three day long process of interviewing key persons from the community. The Steering Committee provided PDG and HRG with a list of more than 40 people to be invited to participate. The list included elected officials, municipal employees, business owners, new and long-term residents, and others active in the five municipalities. Thirty-eight individuals agreed to participate in the one-on-one interviews and responded to a series of questions designed to help prioritize the major issues identified by the Steering Committee, identify additional issues, and create an atmosphere for a candid and confidential discussion of the issues facing both their individual communities and the greater Butler area as a whole.

A detailed summary of the Key Person Interviews is provided in the Butler Area Multi-Municipal Comprehensive Plan under Chapter 2 and Appendix 2-3. Highlights of comments specific to parks and recreation questions asked during the interview include:

Highlights of the key person interview open ended comments

More and better parks: Key to quality of life, bringing people in.

Trails: Moraine Trail recently improved. Rails to Trails issues in Summit Twp. Need for safe bike routes for both recreation and transportation.

Tourist attractions and Cultural facilities: A good number already in the area, and opportunities for others suggested. Need more publicity and marketing of local opportunities, especially in conjunction with parades and other special events.

Entertainment opportunities: Need much more for teens, preteens, singles and young adults especially, but also in general. However, there are lots of things to do in the area, but not very well publicized.

Should it be a priority to create a network of trails in the GBA?
Overwhelmingly yes.

Transportation issues: Need for multiuse trails for recreation and transportation. Skateboard Park. BMX track.

Main things to attract more residents: More recreation and entertainment.

Cooperation regarding Parks & Recreation: Getting people to understand that they are not islands but that they are attractions that cut across municipal boundaries. Coordinate with the County as well.



Public Participation

Results of the recreation specific key person interview questions

Q: Your municipality needs to be continually expanding and improving its parks?

- 65.8% responded either Agreed or Strongly Agreed.

Q: In your municipality, how important is the preservation of:

- Agricultural Lands: 67.5% responded as Very Important or Important
- Open Space: 73.7% responded as Very Important or Important
- Wooded Areas: 69.4% responded as Very Important or Important
- Historic Areas: 83.8% responded as Very Important or Important
- Natural Resources: 91.9% responded as Very Important or Important

Q: Should it be a priority to create a network of trails and bike paths throughout the Greater Butler Area?

- 26 of 38, or 68.4%, responded in favor of this idea.

Q: Recreationally, in your municipality, what age groups are being served the best/worst?

- Youths are seen as being the best served with 61.8% responding as such.
- Teens are seen as being the worst served with 41.1% responding as such.

Q: What future recreational/park opportunities or improvements would you like to see occur to better serve the recreational needs of your municipality?

- Facilities: 87.5%
- Programs: 41.7%
- Maintenance: 33.3%
- Other Amenities: 25.0%
- Of the written responses the following stood out:
 - Trails – walking and bicycle
 - Civic Center/community center
 - Better maintenance in parks
 - Open Memorial Pool
 - Pavilions

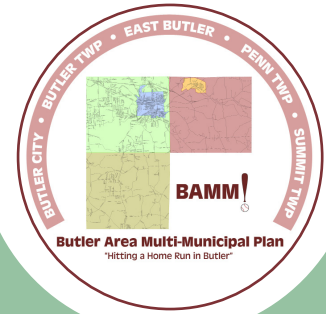
Q: What are the key issues hampering the development of park and recreation opportunities in your municipality?

- Funding
- Land costs

Q: How important do you think the cooperation between local municipalities, school districts, athletic associations, churches, businesses and other organizations is to the development of quality parks and recreational opportunities?

- 97.2% responded with either Very Important or Important

Public Participation



Community Survey

In July 2008, a community survey was distributed throughout the BAMB Plan area. The survey was distributed via the Butler Eagle as an insert that accompanied the paper. The survey was also available on-line and was linked through the Penn and Butler Township websites. The survey was also promoted via radio and television ads in advance of the survey's distribution.

The survey was designed to touch all aspects of the BAMB Plan focus groups in an effort to satisfy both the BAMB Comprehensive Plan, as well as the BAMB Comprehensive Recreation, Parks and Open Space Plan. For purposes of this plan, the following discussion provides a review of the park and recreation specific survey results. To review the full results of the community survey, please reference the BAMB Comprehensive Plan, Chapter 2 and the appropriate Appendices.

The response to the survey was very positive with a total of 522 residents completing the survey. Responses were tracked via location of residency which proved that the number of responses by municipality was reflective of the respective populations.

Questions were organized into three main areas based on the recommendations of the Steering Committee and prioritization of issues from the Key Person interviews – Quality of Life & Community Development, Parks & Recreation, and Downtown Butler. For purposes of the Comprehensive Recreation Parks and Open Space Plan, only the questions specific to parks and recreation issues have been included here.

General highlights from the **Parks & Recreation** portion of the Survey include:

- Almost 90% of those responding felt that the Butler area municipalities should partner in the development of parks and recreational programs and facilities.
- Existing parks and recreational facilities should be improved.
- The types of facilities that would get the most use are:
 - Walking trails
 - Restrooms
 - Nature trails
 - Picnic areas and tables
 - Bike trails
 - Relatively speaking, there was little demand for team and individual sports facilities such as tennis and basketball courts or baseball, softball, soccer and football fields. Instead, it was obvious that the BAMB Area residents want more opportunities for family-oriented, general fitness and play activities, and more facilities supporting those kinds of activities including picnic areas and restrooms

The following tables provide the results of each park and recreation oriented question asked in the community survey.



Public Participation

How important is public recreation to you and your family?						
Answer Options:	Very Important	Important	Somewhat important	Not very important	Not at all important	Response Count
Importance:	138	159	116	43	13	469
	29.40%	33.90%	24.70%	9.20%	2.80%	
answered question						469
skipped question						53

Question 1: Over 63% responded that public recreation is either important or very important to their family.

Please check the statement below that most accurately reflects your opinion on the importance of recreation programs in your municipality.		
Answer Options	Response Percent	Response Count
The municipality shouldn't provide any recreation programs.	5.1%	24
The municipality should provide a few basic programs.	29.2%	138
The municipality needs recreation programs for all ages, abilities & interests.	65.8%	311
answered question		473
skipped question		49

Question 2: 65.8% responded that their municipality should provide recreation programming for all ages, abilities and interest groups.

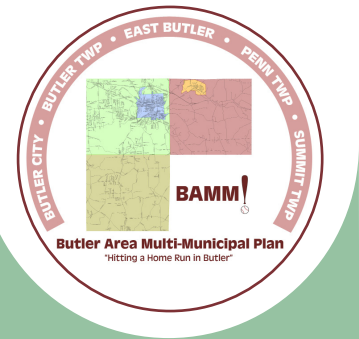
Which age groups are not presently being provided sufficient recreational activities? (Check all that apply.)		
Answer Options	Response Percent	Response Count
Pre-School (2-5yrs)	12.9%	63
School Age (6-12yrs)	18.1%	88
Teens (13-19yrs)	39.8%	194
Young Adult	31.6%	154
Adults	27.7%	135
Seniors	27.9%	136
Families	23.8%	116
Not Sure	30.4%	148
answered question		487
skipped question		35

Question 3: Based on the results of this question, it appears that pre-school and school age children are considered to be sufficiently served by recreational activities in the community with young adults and teens being the least served age groups.

Are recreation programs readily accessible to you?		
Answer Options	Response Percent	Response Count
Yes	56.7%	272
No	43.3%	208
answered question		480
skipped question		42

Question 4: By a small majority, residents feel that programs are accessible.

Public Participation



How far do you currently drive/travel to access your usual park and recreation facilities?		
Answer Options	Response Percent	Response Count
0-5 miles	39.1%	191
6-10 miles	24.4%	119
11-15 miles	20.3%	99
16-20 miles	8.6%	42
20+ miles	7.6%	37
answered question		488
skipped question		34

Question 5: Nearly 40% of responses indicate that they travel five or fewer miles for recreation facilities. This indicates that 40% or residents find their recreation facilities within the BAMM study area.

In your municipality, with regard to Parks and Recreational Facilities (recreational buildings, equipment, features, etc. in parks), please check the statements below that most accurately reflect your opinion:		
Answer Options	Response Percent	Response Count
We have too many parks	1.4%	7
We currently have sufficient parks	26.9%	135
We need more parks	21.5%	108
Existing parks should be improved	56.8%	285
We have too many recreational facilities	1.2%	6
We currently have sufficient recreational facilities	16.5%	83
Facilities should be expanded	34.1%	171
Existing recreational facilities should be improved	51.0%	256
Not familiar with parks/recreational facilities in the municipality	9.2%	46
answered question		502
skipped question		20

Question 6: A majority of responses indicate that recreational facilities and parks should be improved within their community.

If you have visited the parks in your municipality, do you think that the general appearance and condition of the parks are:		
Answer Options	Response Percent	Response Count
Satisfactory	26.3%	125
In need of some improvements	48.0%	228
Need significant improvements	13.9%	66
Don't know	11.8%	56
answered question		475
skipped question		47

Question 7: Nearly half responded that the existing parks are in need of some improvements.

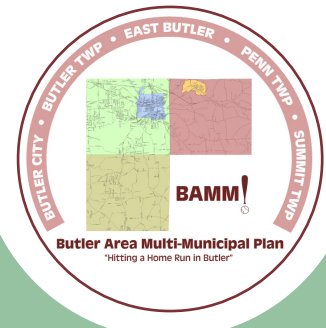


Public Participation

What public recreation facilities would your family use on a regular basis? (Check all that apply.)		
Answer Options	Response Percent	Response Count
COURTS:	1.9%	9
Tennis	21.5%	104
Deck Hockey	9.5%	46
Horseshoes	13.7%	66
Volleyball	14.5%	70
Shuffleboard	8.1%	39
Basketball	16.8%	81
Bocce	15.1%	73
TRAILS:	12.2%	59
Nature	50.7%	245
Walking	76.2%	368
Bike	48.2%	233
Jogging	15.1%	73
Hiking	30.0%	145
Equestrian	4.6%	22
FIELDS:	1.7%	8
Baseball	20.5%	99
Softball	17.2%	83
Football	12.8%	62
Soccer	13.0%	63
Lacrosse	3.3%	16
AREAS:	1.7%	8
Environmental Education	23.0%	111
Restrooms	60.7%	293
Sledding	27.7%	134
Skiing	9.7%	47
Large Picnic Shelter	37.1%	179
Picnic Areas/Tables	49.7%	240
Playgrounds	35.0%	169
Gardening	15.5%	75
Open Space	22.8%	110
Ice Skating	18.2%	88
Outdoor Amphitheater	35.6%	172
Wooded Natural Areas	38.5%	186
Camping	21.1%	102
Swimming	37.3%	180
Arts and Crafts	24.4%	118
Skateboard Park	9.1%	44
answered question		483
skipped question		39

Question 8: Listed in bold above are the responses that stood out from the crowd. Walking, bike, and nature trails take a clear lead as the most requested facilities with adequate restrooms, picnic areas and wooded open spaces also standing out as desired facilities.

Public Participation



If your municipality was considering spending public funds for new or improved facilities in your local parks, which of the following should they consider as a priority? (Check all that apply.)		
Answer Options	Response Percent	Response Count
COURTS:	0.9%	4
Tennis	18.5%	87
Deck Hockey	7.4%	35
Horseshoes	9.6%	45
Volleyball	9.6%	45
Shuffleboard	7.2%	34
Basketball	13.2%	62
Bocce	12.6%	59
TRAILS:	8.3%	39
Nature	40.4%	190
Walking	66.4%	312
Bike	42.1%	198
Jogging	13.0%	61
Hiking	25.1%	118
Equestrian	3.0%	14
FIELDS:	1.1%	5
Baseball	19.6%	92
Softball	17.7%	83
Football	11.5%	54
Soccer	14.5%	68
Lacrosse	2.8%	13
AREAS:	1.3%	6
Environmental Education	18.3%	86
Restrooms	45.3%	213
Sledding	16.6%	78
Skiing/Snowboarding area	8.5%	40
Large Picnic Shelter	22.1%	104
Picnic Areas/Tables	30.6%	144
Playgrounds	31.3%	147
Gardening	11.9%	56
Open Space	16.0%	75
Ice Skating	17.0%	80
Outdoor Amphitheater	14.3%	67
Wooded Natural Areas	30.6%	144
Camping	14.3%	67
Swimming	27.9%	131
Arts and Crafts	15.3%	72
Skateboard Park	6.8%	32
ATV/Dirt Bike Trails	8.9%	42
Concession Stand	13.8%	65
Parking areas	16.0%	75
Amphitheater	23.6%	111
Other	2.3%	11
Other (please specify)		31
answered question		470
skipped question		52

Question 9: Reflecting the results of question 8, again walking, bike, nature trails take a clear lead with adequate restrooms, picnic areas and wooded open spaces also standing out as desired facilities.



Public Participation

With regard to the following types of trails, would you support your municipality allocating resources toward the planning, acquisition, and development of new trails?

Answer Options	Yes	No	Don't Know	Response Count
Walking trails within parks	382	35	44	461
Paving bike trails within parks	319	58	63	440
Multi-purpose trails between parks, neighborhoods, and/or schools	306	62	76	444
Multi-purpose trails along key commercial corridors	265	84	87	436
answered question				480
skipped question				42

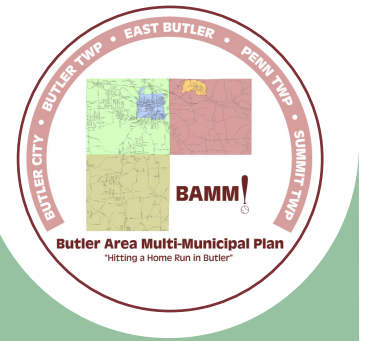
Question 10: The response to this question clearly captures the interest in establishing trails throughout the community

Many municipalities offer a variety of programs for their residents. Please check the types of programs that you would like to see offered by your municipality: (Check all that apply.)

Answer Options	Response Percent	Response Count
Educational	38.4%	174
Sports	29.8%	135
Cultural	34.9%	158
Special Events	49.2%	223
Outdoor/nature	46.8%	212
Arts/Crafts	28.0%	127
Preschool Programs	15.9%	72
Youth Programs	36.0%	163
Adult Programs	35.3%	160
Teen Programs	34.2%	155
Single's Programs	14.3%	65
Family Oriented Programs	41.3%	187
Outdoor Education	26.0%	118
Senior Citizen Programs	38.6%	175
None	5.3%	24
Other	2.2%	10
Other (please specify)		16
answered question		453
skipped question		69

Question 11: Outlines the interest in recreation programming by type of program category. Special events and outdoor/nature programs are clear priorities for the community with educational, cultural, youth, adult, teen and seniors programs also ranking highly.

Public Participation



What method, or methods, do you feel are the most effective way to provide information regarding park facilities and recreational programs offered within your municipality? (Check all that apply.)		
Answer Options	Response Percent	Response Count
Municipal Newsletter	58.5%	281
Newspaper	75.2%	361
Website	42.1%	202
Email	18.3%	88
Community Bulletin Board	19.8%	95
Other	6.7%	32
Other (please specify)		41
answered question		480
skipped question		42

Question 12: Publicity of recreation programs and facilities is an important aspect to ensure that the “word gets around.” Clearly, advertising in local newspapers is a very effective means of “getting the word out” in the Butler area.

Do you believe that funding for parks, recreation programs, and trails/greenways should:		
Answer Options	Response Percent	Response Count
Increase	65.8%	314
Decrease	4.6%	22
Stay the same	29.6%	141
answered question		477
skipped question		45

Question 13: Over 65% of residents support increasing funding towards recreation, parks and trails within the community.

Do you feel that municipalities in the Butler area should partner in the development of parks and recreational programs/facilities?		
Answer Options	Response Percent	Response Count
Yes	86.9%	417
No	13.1%	63
answered question		480
skipped question		42

Question 14: Partnerships between municipalities in the BAMM area, to provide recreational opportunities, is a clear desire with 87% of residents supporting this measure.

Would you donate money to support parks, recreation programs and trails/greenways?		
Answer Options	Response Percent	Response Count
Yes	64.7%	311
No	35.3%	170
answered question		481
skipped question		41

Question 15: User fees are one effective method to generate additional revenue for park and recreation operations. With nearly 65% of residents supporting additional monetary funding directed toward parks and recreation, there is clear interest by the community to self fund recreational opportunities.

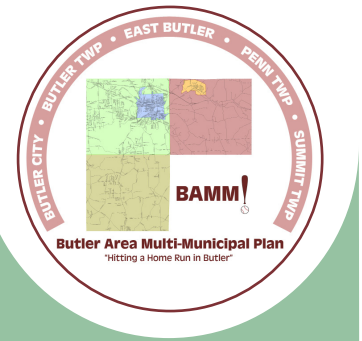


Public Participation

If yes, how much would you be willing to contribute annually?		
Answer Options	Response Percent	Response Count
\$5	11.9%	36
\$10	24.5%	74
\$25	37.1%	112
\$50	16.9%	51
\$50+	9.6%	29
<i>answered question</i>		302
<i>skipped question</i>		220

Question 16: Supporting question 15, there is clear support for additional revenue generation for parks and recreational opportunities. Most notable is the fact that a majority of those who responded suggested they are willing to pay an additional \$25/year for parks and recreation.

Public Participation



Community Needs Assessment

The community needs assessment represents the synthesis of common ideas recorded through the various public input processes. These commonalities paint the picture of what it is the community desires and/or the direction in which residents would like to see recreation proceed.

One common theme observed throughout the public input process was the observation that the quantity of open spaces in the Townships is an asset to the community. However, it was also recognized that the open land available in the Townships may be hampering the realization among some community members of the need to provide park and recreational spaces. Often, those with ample land do not perceive the need for public recreation space. As a result, many rural areas are underserved by municipal recreation. This perception will be imperative to move in order to satisfy the needs of all residents. This is especially poignant in the BAMM area due to the contrast between areas with vast open spaces and area with well defined urban and/or suburban centers which do not have the same access to open space.

Another point of commonality throughout the public input process is that the existing municipal parks are a positive asset of the community. However, it was also recognized that much improvement is needed to enhance the quality of the facilities in all of the existing municipal parks. A number of observations and/or requests for improved facilities, improved maintenance practices and new park facilities were recorded during the public input processes. A list of park improvements is provided at the end of this section. Although not a comprehensive list of all ideas shared, this list represents the key points that were noted at each of the different public input stages.

In terms of programming, the public input responses indicate that youths (12 years old and younger) are currently provided sufficient recreational activities. Especially important is the need for recreational programming directed toward young adults and teens. It is interesting of this observation as teens and young adults are typically the two groups which are the most difficult to target with recreational programming.

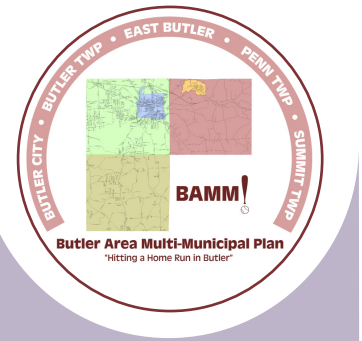
The following list provides a brief review of the key points of commonality observed through the various public input processes:

- ❖ **Park Improvements:**
 - More pavilions
 - Trails (bike, hiking and walking)
 - Restrooms
 - Improved maintenance of the park facilities

- ❖ **Programs:**
 - Special events
 - Family oriented programs
 - Teen and Young adult programs
 - Seniors programs
 - Outdoor adventure programs
 - Family oriented programs

- ❖ **Financing:**
 - Build partnerships
 - Increase the municipal recreation budgets
 - Pursue outside funding sources such as grants, donations, foundations, etc.

Administration



The Butler Area Multi-Municipal Comprehensive Recreation, Park, and Open Space Plan consists of five municipalities: Butler Township, City of Butler, East Butler Borough, Penn Township, and Summit Township.

All three Townships are classified as second class townships and governed under the second class township code. Under the Second Class Township Code, the municipality is governed by an elected body of three supervisors. The supervisors are granted executive and legislative authority and are responsible for the appointment of various advisory and authority boards. An appointed Township Manager is responsible for hiring Township employees and providing the day to day administration of the municipality and its various departments. A Township Manager will typically act as the administrator for most of the Township departments and oversees the departments which may have acting directors/superintendants. Of the three Townships, Summit is the only community without a fulltime Township Manager. Day to day operations of Summit Township are conducted by the Secretary/Treasurers.

East Butler Borough is governed under the Municipal Borough Code. Under this code the Borough is governed by six elected officials (council) and an elected Mayor. The council is granted executive and legislative authority and is responsible for the appointment of various advisory and authority boards. The daily operations of each department is typically conducted by a manager, however East Butler Borough currently handles administrative operations through a part time secretary/treasurer whose office hours are Tuesday and Thursday from 9:00 a.m. to 11:00 a.m.

The City of Butler is classified as a City of the Third Class. Under the Third Class City Code, all authority for maintenance, operation and supervision lies within the City Council. The City Clerk, who is appointed by Council, oversees the day to day operations of the City.

The Codes for each of these municipalities authorizes them to establish a Parks and Recreation Board for their community. A Park and Recreation Board can be either a policy board or an advisory board; however in most cases the board is an advisory board.

A Park and Recreation Advisory Board can consist of anywhere from five to nine members who are appointed by the Board of Supervisors or Council. The members of a Parks and Recreation Board are unpaid volunteers who generally serve a five year renewable term. The Board elects a Chairperson and a Secretary each year to serve one year at which time another election is held. Other officers may be elected as deemed necessary. An Advisory Board's responsibility is to recommend to the Supervisors or Council various policies to meet the recreational needs of the community residents. They are also responsible for planning, promoting and supervising recreation programs, providing guidance concerning park development, financial needs, future staffing needs and recommendation for future open space acquisition.

At present, none of the five municipalities have a formal Parks and Recreation Board in their community. Butler Township currently has a six member Recreation Committee, but it is not formally recognized by the Township. It is recommended that each community appoint a Parks and Recreation Board for their municipality. A regional Parks and Recreation Board should also be established and consist of one member from each community Board.

In order to properly create a Parks and Recreation Board, Pennsylvania municipalities must pass an ordinance, at a public meeting of the governing body, detailing the following information: Board's title; number of members; powers; duties; responsibilities; and organizational structure. (Detailed information on the establishment of a Parks and



Administration

Recreation Board can be found in the free publication from DCNR titled “Recreation and Parks Board Handbook”. It is also available online at: <http://www.dcnr.state.pa.us/brc/publications/>. Once a board is created, a detailed set of bylaws must be created. A sample set of bylaws is included for use as a reference. (See Appendix - Sample Bylaws)

Policies & Procedures

Written policies and procedures are critical to the successful operation of a park and recreation organization. Policies and procedures provide agreed upon parameters which govern how park and recreational programs are operated, maintained, utilized and funded.

Of the five municipalities involved in the Butler Area Multi-Municipal Comprehensive Recreation, Park, and Open Space Plan, Butler Township is the only community that currently has a few established policies and procedures. The first item that Butler Township has in place is a rental agreement for those renting the community center. Incorporated into the agreement is a resident/non-resident facility usage policy. The second item that is in place is an established set of rules and regulations for the parks.

Moving forward, as each municipality creates a Recreation and Parks Board, so too will it be necessary to develop policies and procedures to govern the general operation of the municipal park and recreation functions. When it becomes time, each community should develop their own guidelines; however, there must be a general uniformity with a regional set of guidelines established by a regional Recreation Board as previously discussed.

In order to administer quality recreation in the region, it is imperative to be well organized. To accomplish this, an administrative manual must be developed and referred to on a regular basis. This manual should include the established policies and procedures developed by each municipality. The administrative manual may need to be broken down into several different manuals including: a general operation manual; a park operation manual; a program operation manual; and a facility rental manual. Each of these manuals should include subsections, as shown below, with information pertaining to the main topic.

Each municipality should have their own manual from which a master manual for the region could be developed. Incorporating this information, as well as other documents and forms, into the administrative manual will be necessary for the municipal and regional staff to function in a proper and efficient manner, while keeping within the “policy parameters” developed by the regional agreement and the Recreation and Park Board(s).

The development of an administrative manual should adhere to the mission statement, goals and objectives of this comprehensive plan. The administrative manual components, as shown below, provide a guideline for the development of a manual. Depending on municipal and regional needs, some listed information may need to be deleted, while other information may need to be added.

Administration

A well organized **Administrative Manual** should include the following items:

General Operation Manual

- Ordinance establishing a Recreation and Park Board for each municipality and for the region, Mission Statement, Goals & Objectives
- Organizational Chart, Job Descriptions, Personnel Evaluation Forms
- Job Application, Hiring Procedures, Sample Time Sheets, Vacation Request Forms, Daily Work Log, In-Service Training Procedures
- Personnel Policy Manual
- Union Contracts, Seniority List
- Insurance Information – Health Insurance, Life Insurance, Etc.
- Emergency Procedures, Accident Report Procedures, Right-To-Know Information
- Fees Schedules, Budget Information, Table of Organization
- Personnel Certification Requirements
- Personnel/Volunteer Background Check Requirements

Parks Operation Manual

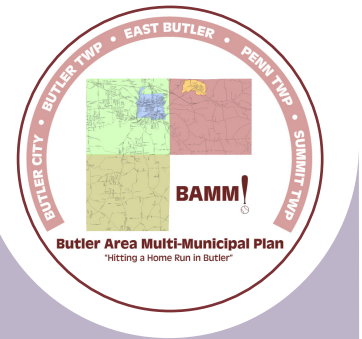
- Park User Letter, Hold Harmless Agreement, Park Rules & Regulations, Field Scheduling Policy
- Park Inventories – Equipment, Supplies, Facilities, Etc.
- Risk Management Plans – Inspection Forms, Work Schedule Chart, Pesticide Application Form
- Cooperative Agreements
- Equipment Replacement Schedules
- Park Product & Vendor List
- Facility Rules & Regulations – Playgrounds, Fields, Courts, Etc.
- Grant Information
- Park Signage Guidelines
- Park Volunteer Guidelines

Program Operation Manual

- Program Policy Guidelines, Program Registration Form
- Program/Event Security Guidelines
- Public Relation & Marketing Guidelines & Sources, Newsletter Guidelines, Program Sign Guidelines, Flyer Guidelines, Etc.
- Programming Fees & Charges, Non-resident Fee Policy, Procedures for Financial Expenditures & Collection of Program Fees, Policy Establishing Fees Charged for Programs, Financial Reporting Forms
- Policies for Fund Raising
- Sponsorships Guidelines & Contracts
- Program Grant Opportunities
- Program Guidelines Specific to each Program – Special Events, In-house Instructor Based, Private Instructor Based
- Program Forms, Program Evaluation Forms, Act 33 & 34 Clearance Forms
- Cooperative Agreements
- Vendor Lists & Contracts– Entertainment, Food, Activities, Products, Instructors, Purchasing Information & Procedures
- Program Volunteer Guidelines

Facility Rental Policy Manual

- General Rental Information
- Field Rental Policies & Fees
- Court Rental Policies & Fees
- Shelter Rental Policies & Fees
- Building Rental Policies & Fees
- Special Events (conducted by others) Policies & Fees





Administration

Developing an administrative manual will afford the Multi-Municipal Recreation Board, municipal official and staff and a municipal Recreation and Park Boards the ability to work together as a team, each knowing their respective roles and responsibilities. It will allow staff to function in an organized and effective manner in all areas of administering recreation and park demands. It will also provide a quick reference for many documents needed on a daily basis.

Record-Keeping Procedures

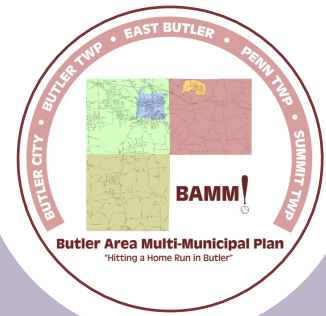
Accurate record keeping is vital to the success of any recreation and park effort. It ensures the effectiveness and efficiency of the program and will eliminate the possibility of forgetting important information that can be used in the future to advance and/or protect the municipality. The importance of keeping good records cannot be over-emphasized. They are especially important for writing grants, preparing a budget, submitting for awards and in cases of liability issues.

Currently, each of the municipalities maintain records that are required by law, but very limited records pertaining to recreation and parks are maintained. The City of Butler does maintain records of their summer playground program and are the only records maintained in the area of recreation by any of the five municipalities.

Below is a list of records that should be maintained, updated continuously and filed properly for quick reference.

- **Program attendance records** – these are effective in determining if the program is growing, maintaining status-quo or losing participants. Although attendance will vary with the seasons, over a period of time it will help determine when specific programs should be offered.
- **Program evaluation records** – these records will provide direction in offering programs that meet the needs of the residents and ways to improve the programs offered.
- **Inventory records** – these records will help staff know what equipment and facilities are available, when they were purchased or constructed, where they were purchased, who was the manufacturer, their condition and any other pertinent information concerning the product or facility. These are especially important if the product or facility has a warranty.
- **Replacement records** – these provide guidance for budgeting as well as determining quality of the product or facility and if the department received full value from their initial purchase.
- **Equipment maintenance records** – these records ensure that all of the equipment is properly maintained, preventative maintenance is used and warranties are protected.
- **Inspection records** – these are especially important in risk management. They will record all pertinent information needed to ensure the safety of the users, report damages, make repairs in a timely manner, and avoid potential liability issues.
- **Pesticide application records** – detailed information on any pesticide applications must be maintained to avoid potential liability issues and to establish proper maintenance of areas where these applications are applied.
- **Daily work log** – this will provide the essential information for scheduling, determining what the staff is accomplishing, how long it takes them to complete

Administration



- a project and additional staff needs.
- **Volunteer records** – maintaining a list of volunteers, the projects or programs they are involved with and the number of hours they work, will provide important information for retaining volunteers, determining future volunteer needs, and providing volunteers with information they may need in obtaining jobs, scholarships, etc.

As the recreation and park efforts grows in the greater Butler area, other records and forms will likely need to be recorded and maintained to meet the growing needs of the communities, assist in budget preparation, and protect the municipality. A variety of sample forms are provided in the Appendix of this document.

Public Relations & Marketing

Public relations and marketing is the key to a successful and vibrant parks and recreation programming initiative. One of the weaknesses identified at an early study committee meeting is the lack of communication and coordination between the communities. This weakness has created a need to coordinate the marketing of parks and recreation among the communities in an effort to promote the region, the quality of life and to draw new residents into the area.

Although there are few if any programs currently being offered in the region, several of the communities do have some public relations and marketing efforts in place. These efforts are as follow:

- ❖ **Butler Township**
 - Radio ads
 - TV ads
 - Township website
 - Display advertising
 - Leaflets
 - Newsletters
 - Distribution of flyers though schools
- ❖ **City of Butler**
 - City website
 - Distribution of flyers through schools
- ❖ **East Butler Borough**
 - Newspaper (Butler Eagle)
 - Post notices/advertisements at the Borough Building
- ❖ **Penn Township**
 - Seasonal newsletter
 - Flyers
 - Township website
 - Mailings
- ❖ **Summit Township**
 - Seasonal newsletters
 - Newspaper (Butler Eagle)



Administration

Based on the methods currently employed, the communities have access to a diversity of methods which can be used to provide residents with recreational information. However, as recreation opportunities begin to expand in the greater Butler area, so must the promotional efforts associated with marketing the new programs being offered. Building on the methods currently utilized, additional marketing venues and methods can be exploited to reach a broader audience. These methods can include:

- ❖ Word of mouth
- ❖ Participation in past events
- ❖ School announcements (flyers sent home with children)
- ❖ The Butler Eagle
- ❖ Butler County Parks and Recreation Guide
- ❖ Signs (Street signs (if permitted), digital display signs (when available), banners, kiosks, bulletin boards, store windows, etc.)
- ❖ Municipal maps
- ❖ Placements at local restaurants
- ❖ Municipal websites
- ❖ Flyers placed at local businesses, post office, churches, etc.

Websites are a great and cost effective way to reach residents and will likely become the dominant method of communication within the lifespan of this document. As such, a website will be critical to the effective communication of recreational opportunities to the residents of the greater Butler area. However, the key to effective online communication is to keep a well maintained and up to date website.

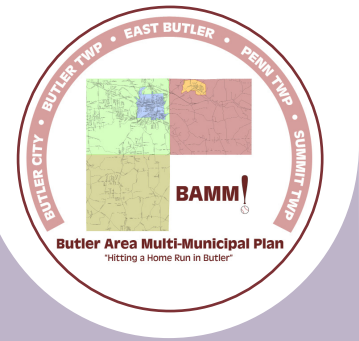
In addition to a website, an email database can be an extremely effective method to reach a large number of residents. This email database can be utilized to alert residents of upcoming events, recreational programs, cancellations, etc. Additionally, a bi-weekly or monthly e-newsletter will establish a routine method of informing the public.

No matter the method, or methods, of communication selected for use, it is important to advertise through a vehicle that will target the correct audience for the message you are sending. For example, program flyers sent through area schools are very effective in reaching many of those with school age children. If the programs marketed are for a limited age group and only for those families attending the Butler Area School District, these flyers/brochures are effective. But if the intention is to market the general public, this method is missing a large percentage of the population including parochial schools, home school families, adults without children and seniors.

Likewise, not everyone receives a newspaper or has a computer in their home. Thus it is critical to establish an advertisement plan that relies on various methods and forms of communication in order to reach as broad an audience as possible.

The only way for guaranteed success of future recreation programs is through effective marketing. Therefore, dedicating resources on public relations and marketing is money well spent. Public relations, marketing, customer service and community relations are four complementary functions that have the same goal - making recreation and park services more successful. In order for any marketing strategy to be successful you have to know the needs of the community and offer programs that will meet those needs. The programs must be of a high quality and offered at a reasonable cost. Using catchy titles for programs is another way that often encourages participation.

Administration



The seven principal types of marketing communications used by municipal recreation and park agencies include:

1. Personal selling
2. Advertising
3. Incentives and special promotions
4. Point of participation communications
5. Publicity
6. Word of mouth
7. Post-participation communication

Each of these methods should be explored and incorporated into future marketing efforts as programs are developed. (Detailed information on effective marketing of recreational programs can be found in Chapter 4 of the free publication from DCNR titled; “Municipal Recreation Programming.” Also available online at: <http://www.dcnr.state.pa.us/brc/publications/>)

Cooperative Efforts

Developing cooperative partnerships is one of the most beneficial ways to provide a variety of programs and facilities for the community. Everyone benefits through these partnerships - the municipalities involved, the residents of the communities and the organizations/businesses that join together to form the partnership. As the Butler area begins to develop a formalized regional recreation program, interested parties willing to cooperate/coordinate with recreational programming opportunities must be sought out. Cooperative efforts should be discussed with public and private recreation providers, businesses and as previously discussed, the schools within the region. Many local organizations are willing to partner in some way, be it by aiding in advertising, financial assistance, use of facilities or expansion of recreational programs. These are all very important components to the success of a recreational program. The opportunities are there, just **ASK**.

Beyond some exchange with youth sports organizations, the five municipalities do little, if any, cooperative programming at this time. However, cooperative programming partnerships is an excellent and effective way to expand your program schedule and is highly recommended as more programming is offered in the region. Small departments often would like to offer their residents a larger, more diversified selection of programs; however, due to limited staffing, financial restraints and facility availability, they are unable to do so. Through cooperative programming, the potential to expand is only limited by the amount of time that is devoted to developing these programs. When seeking partnerships, it is imperative to consider all potential partners. i.e. intergovernmental, churches, golf courses, schools, businesses, and all types of recreational providers. (Detailed information on cooperative efforts can be found in the free publication from DCNR titled; “Multi-Municipal Cooperation for Recreation and Parks” Also available online at: <http://www.dcnr.state.pa.us/brc/publications/>)

Benefits to cooperative programming partnerships include:

- Larger financial base meaning a reduced cost for the municipalities
- More staffing
- Expanded facilities and services
- Unlimited program opportunities
- Increased grant opportunities



Administration

- Larger volunteer base
- More diversified knowledge and abilities
- Less duplication of services
- Establishment of public-private partnerships
- Coordination of recreation providers and instructors
- Greater sense of community

One area in which there is, or historically has been, cooperation between municipalities and recreational organizations is through the youth sports groups. There are a significant number of athletic associations in the Butler region. It should be noted that some of the baseball associations are consolidating, or have recently consolidated, due to declining participation. Many of the associations use private facilities, school facilities, municipal facilities or a combination of facilities to meet their usage requirements. The following Associations provide recreational activities in the Butler area:

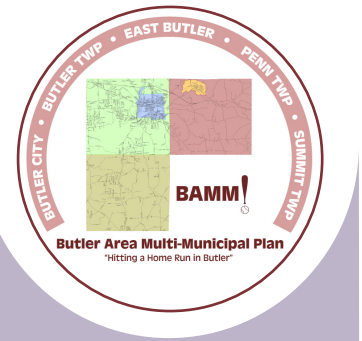
- Penn Township Baseball/Softball Association
- Butler Township Baseball Association
- Butler City Baseball Association
- East Butler Borough Baseball Association
- Butler Area Midget Football Association
- Butler County Soccer Association
- Butler Dek Hockey Association
- Men's Softball League
- Cubs Basketball League
- Cubs Boxing League
- YMCA Basketball League
- Bocce League
- Bowling Leagues

The municipal facilities that are used by these associations currently only have informal agreements to help take care of the facilities they use. It is recommended that a separate written agreement with each organization should be developed and signed by both the municipality and the organization. A properly written agreement will protect the rights and interests of each party, their participants, and the facilities, and clearly outline all liability issues. (See Appendix - Sample Agreement)

Written agreements with each of the applicable organizations will outline specific details regarding the use, maintenance and insurance issues concerning the fields and other facilities they utilize on park property. These agreements should cover any potential costs involved in the maintenance and upkeep of the facilities and the responsible party. In many communities, the associations using municipal facilities are charged a fee for use of the facilities. These fees can be established in many different ways, such as:

- A formula using a base rate times the total number of hours of use of the facility.
- A formula using a base rate and the percentage of community residents vs. non-residents.
- A formula using a combination of the above.
- A flat rate per acre
- A flat rate per acre minus any improvement costs incurred by the association.
- The association pay for materials for all improvement and the municipality provide the labor to do the improvements.

Administration



Currently, Butler Township is the only municipality in the BAMM area to receive a shared use fee. The Dek Hockey Association pays to use the deck hockey area. However, it must be noted that the fee collected from the association does not cover the financial contribution made by the Township to the association. It is recommended that each municipality develop a reasonable fee structure for the associations that could be incorporated into their registrations and paid to the municipality to cover associated costs for maintaining the facilities used by that association. The facilities provided by the municipality should be considered as the municipal contribution and in turn should be compensated for maintenance costs as previously stated. Municipalities should not make cash contributions to any association where municipal facilities are used.

Multi-Municipal Relationships and Regional Initiatives

Intergovernmental cooperation is one of the fastest growing efforts throughout the Commonwealth. In today's global climate, partnering with your neighbor is more important than ever. Shared efforts ultimately allow a community, or group of municipalities, to do more with a dollar and provide better services to their residents.

The most extensive collaborative effort in the greater Butler area is the development of the Butler Area Multi-Municipal Plan (BAMM Plan) of which this Comprehensive Recreation, Parks and Open Space Plan is a component. Through this initiative, the five municipalities involved are planning for the future in order to establish a strong region and enhance the economy of the area. Together, these two comprehensive plans will guide the decision making processes of the greater Butler area for the next 10 years.

Besides the comprehensive regional initiatives, all five municipalities aid each other in various ways, as well as support relationships with other community groups. Each municipality is also involved, either directly or indirectly, with the County Park system and the facilities and programs they offer.

Municipal-School

Municipal-School relationships can open up many opportunities for a municipality to offer programs that utilize school facilities, such as gymnasium, cafeteria, auditorium, library, computer rooms, home economic rooms, art rooms, music rooms, shop areas and class rooms. The opportunity also exists to use a school's exterior amenities, such as playgrounds, parking lots and field areas. This can be a win-win situation for the school and the municipality by providing facilities that the municipality would not otherwise have available to conduct programs. It also allows tax payers to take advantage of facilities built and maintained through their school tax dollars.

There are a number of public and private school facilities in the region, with several being used by youth baseball associations. However, of the five communities, only the City of Butler has a working relationship with the Butler Area School District.

With limited programming at this time, there are no formal agreements between any of the municipalities and their respective school districts. When recreational programming begins to flourish in the region, the use of school facilities will be vital to the expansion of programming opportunities. It is recommended that, prior to the development of recreation programs, a formal agreement between the regional municipalities and the school district(s) be adopted to ensure the use of school facilities in each municipality and to protect all parties involved.



Administration

Another possible advantage of working with the school district(s) is to use school district employees as instructors for recreational programs. Art, language, science, gym, and social sciences teachers can be great resources for recreation program instructors. Should school district employees be used for municipal recreation, the agreement (as discussed in the paragraph above) must clearly define the use of, role and limitations of school district employees.

A unique opportunity for the Butler region is to develop a relationship with Butler County Community College. Besides the opportunity to utilize the College's facilities, the region can tap into some of the vast talent at the College. Specifically, through the College's Parks and Recreation program, BMM communities can take advantage of both staff and students for program instructors and interns. Developing a partnership together can open up many avenues that will benefit the College, students and the region.

Public Involvement in Planning Efforts

Historically, residents of the Butler area have had the opportunity to be involved with recreation and park efforts in the community. More recently, residents have had the opportunity to be involved in this multi-municipal planning effort.

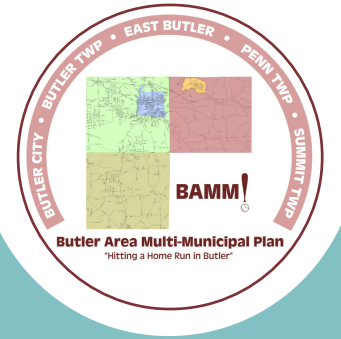
Throughout the development of this document, many opportunities were available for the residents to provide input into the planning process. Public meetings pertaining specifically to this plan were advertised and conducted while a survey questionnaire provided residents the opportunity to provide additional feedback concerning recreational needs. Approximately 40 key person and stakeholder interviews were conducted to determine needs and existing resources. Beyond this document the resident have the opportunity to provide information concerning their interests for recreation in the community at monthly or bi-monthly council/supervisor meetings, as well as planning and zoning meetings.

As recreation programs are offered in the community, a program evaluation form should be developed and made available for both the program instructor and participants. It is important to know both instructor and user perspective of how successful a program may have been, as well as noting any improvements that could be made.

Recording comments from the public, regardless of the form of communication used, is extremely valuable for numerous reasons. Several of the benefits of tracking public comment include:

1. Constructive criticism for future improvements.
2. Documentation of positive feedback.
3. Reference material when applying for grants or awards.
4. Determining whether to retain or eliminate the program in the future.
5. Determining a better time or location for the program.

Personnel



Staff is critical to the success of any organization and this is especially true for municipal recreation services. Only through the provision of adequate, knowledgeable and trained staff will the recreational needs of a community be served. When analyzing municipal parks and recreation staff, three critical staffing areas are evaluated: maintenance; programming; and administration. Often this evaluation is somewhat subjective as one or more individuals may be responsible for multiple tasks within an organized recreation department.

With minimal recreation staff in the five BMM communities, the evaluation of existing staff is brief. However, this section reviews the level of current staff and makes recommendations to meet future recreation staff needs. Additionally, this section also provides a variety of information that will be valuable as park and recreation departments are created and staff is added.

Organizational Chart

An organizational chart shows how the people in an organization are supposed to work together, who is responsible for what, who reports to whom, and how each person is expected to relate to everyone else. It also shows how one department is supposed to work with all of the other departments in the government.

Typically, municipalities use a functional organizational chart. Functional organizations are made up of specialized departments, i.e. police, public works, building/zoning, parks and recreation, finance, etc., each of which is headed by a specialist. In this form of organization the experts are not only advisors, but they are in the chain of command and deal directly with day to day issues. It is critical that department heads, supervisors, and employees recognize their roles in the larger system and that they are aware of their effects on other department's actions. (Effective Supervisory Practices) Therefore, continual communication between departments is necessary to operate effectively.

The general information contained within a typical organizational chart, as referenced above, provides guidance for the organization, its employees and volunteers. Currently, none of the five communities involved in this plan have a recreation and park department. Therefore, no organizational charts exist for recreation and parks.

As formal recreation departments are formed in each community, a functional organization chart should be developed in order to clearly define the chain of command for all aspects of parks and recreation, including the positioning of a Recreation and Park Board. This will be a good tool to have in place before the Recreation and Park Boards are created so that they can better understand their role in the community. The organizational chart will provide structure for both employees and volunteers that are or will be associated with providing and maintaining recreation programs and facilities. A sample organizational chart is included with sample Recreation and Park Board Bylaws in the appendix of this document.

If a regional recreation director were to be hired for the Butler area, an organizational chart must be designed to include a regional Recreation and Park Board and the regional Recreation Directors position. The sample chart mentioned above should be revised accordingly.



Personnel

Parks and Recreation Personnel

At this time, East Butler Borough, Penn Township and Summit Township do not have personnel that are specifically involved in providing recreation and park services. However, maintenance work that is required at any of their facilities is completed by their respective Road Departments.

- **East Butler Borough** has three park sites that they maintain. The part time road staff maintains the two smaller parks, while the largest site, East Butler Baseball Complex is maintained by the baseball association with only minimal assistance from the Borough's Road Department.
- **Penn Township's** Road Department employees maintain three sites. The 12 acre site at the municipal building requires grass cutting and landscaping maintenance. Renfrew Park is maintained by the Road Department with the exception of grass cutting that is completed by an outside contractor. The Road Department removes the trash and does any general repairs required in the park. Harcrest Park, an undeveloped 49 acre park parcel, is partially maintained by the farmer who is still farming the property.
- **Summit Township** has a 10 acre site that is undeveloped and requires no maintenance. If any work were required on this property it would be completed by the Road Department.

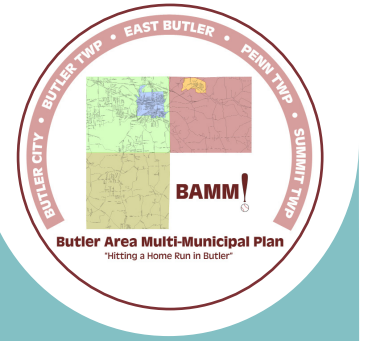
Butler Township and the City of Butler both have a full-time park maintenance department. Currently, Butler Township employs one full time building and grounds maintenance person and one part time person to assist with maintenance responsibilities. The City of Butler has three full time Parks and Public Properties personnel comprised of a Park Forman and two park laborers. The City also hires one seasonal laborer and utilizes the services of Career Track personnel to assist with some of the maintenance responsibilities. The City also hires six directors and three assistants to conduct a playground program at three different sites during the summer. Students from Slippery Rock University and Butler County Community College, as well as Americorps have assisted with the City's summer playground program.

- **Butler Township** employees are responsible for the general maintenance of the Township parks including cutting grass, trash pickup, equipment repairs, general park repairs, and janitorial work at the community center.
- The employees for the **City of Butler** are responsible for cutting grass, trash pickup, equipment repairs, general park repairs, snow removal, maintenance of parking garage, and watering the flower baskets along Main Street, as well as maintaining all public buildings and properties. The summer playground employees for the City are responsible for planning and supervising the programs and field trips associated with the playground program.

Although there are no job descriptions specific to parks and recreation for any of the employees listed above, they do have certain roles and responsibilities that they are aware of.

At this time, specific job descriptions should be written for each position with input from the current employees. These descriptions should then be reviewed with current

Personnel



employees and a copy provided to them, and all new employees, so they know what is expected of them. It is imperative for seasonal personnel to have a better understanding of the position they hold. Therefore, a job description that describes the duties and responsibilities of their position and the skills required should be written and provided to those employees at the time of hire. See Appendix M - Sample Parks and Recreation Job Descriptions.

Once a regional recreation director position is created, a detailed job description must be developed prior to hiring an individual to fill the position. This will provide guidance and direction for the director and a complete understanding of what is expected. Additionally, this will further define the role of the regional director and his/her role in relation to the regional Recreation and Park Board and the Recreation and Park Boards of each community.

Volunteers

Staffing is a problem faced by almost every parks and recreation department. There is never enough staff to accomplish everything that needs to be completed; therefore, it is imperative to establish a sound group of volunteers to assist with programming and other aspects of parks and recreation. Volunteers are an integral part of providing adequate staff in the field of parks and recreation. The following is a list of potential volunteer resources that can be found in any community:

1. **Recreation and Park Board** – Board members are volunteers that are interested in working to improve life in the community by providing the residents with close to home park areas, facilities and programs. The Board provides invaluable volunteer service, develops a vision for the parks and programs, assists in planning and supervising programs, special events and park projects, helps seek donations and sponsorships, and assists recreation and park staff in many other ways. (See DCNR’s publication: “Recreation and Parks Board Handbook” – available to download on the DCNR website.)
2. **Boy Scouts, Girls Scouts & similar organizations** – The opportunity to work with these groups is very rewarding for both the organization and the community. They are generally required to do community service and/or projects to earn merit badges or advance to higher levels in the organization. Utilizing them to help with programs can provide much needed assistance in running games and other activities. A Boy Scout, working on his Eagle Scout project, may provide a park with a new facility or feature that may otherwise not be completed. This provides them the opportunity to use their leadership skills while learning about a specific craft or skill at the same time.
3. **Community service organizations** – These organizations can come in many forms from church groups, to student groups, to women’s organizations, to organizations such as the Elks, Moose, Lions, Rotary, etc. All of these organizations will often offer their services to help in the community to provide a higher quality of life for the residents.
4. **High School/College Students** – Students will look for opportunities to do volunteer service so they can include the information on their applications for scholarships or on resumes. This is an excellent resource to obtain volunteers for programs or small projects.

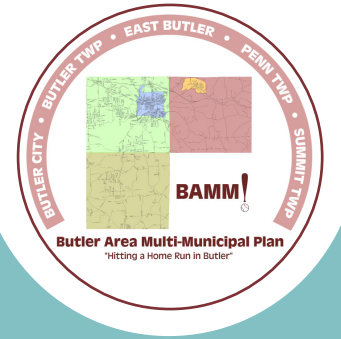


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5. **Corporate volunteers** – Many businesses now require their employees to contribute volunteer time in various capacities. Connecting with these companies and establishing viable volunteer opportunities that are interesting and rewarding for their employees can develop a long lasting source of volunteers.
6. **Required community service individuals** – These are generally individuals that have been in trouble with the authorities for some minor violation of the law. The courts normally require them to do a certain number of hours of community service in lieu of fines and/or jail time. Typically, these individuals aid with minor maintenance tasks to complete or help with special events. The number of hours they are required to work is generally not enough to depend on them for a major project. The individual/parent or legal guardian should be required to sign a waiver indicating that they are not covered under workmen's compensation and indicate the final number of hours they are require to complete.
7. **Concerned Citizens** – These individuals are citizens that are genuinely concerned about the welfare of the community and willing to devote some of their time to benefit the community through wholesome recreation opportunities.
8. **Friends Groups** – Friends groups are usually concerned citizens that have gone a step further to support the community. They are normally set up as a non-profit 501 C-3 organization. These groups will be discussed more under the finance section.
9. **Adopt-A-Park** – This is a group that will adopt a specific park as their project and help with maintenance and various projects in that park.
10. **Renewal Incorporated** – This organization provides prisoners the opportunity to go out and work in communities as volunteers assisting with various projects.
11. **Senior Community Service Employment Program** – This service provides older adults the opportunity to work at no cost to the municipality. www.experienceworks.org
12. **Student Conservation Association** – Provides students of all ages with volunteer opportunities through including summer programs and internships serving in national parks, forests, and urban green spaces. www.theSCA.org
13. **AmeriCorps** – This is a national service program that allows people of all ages and backgrounds to help pay for education in exchange for a year of service. Some funds may be required to pay these individuals. www.americorps.org

The above list of volunteer resources helps provide some ideas to aid in a search for volunteers to supplement staffing for parks and/or programs. Even though these individuals are generally not paid for their services, there is an extensive amount of time and effort involved in locating individuals and providing the proper guidance, training, and direction needed to ensure a high level of quality is maintained in the parks and recreation programs.

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Potential Staffing Sources

Beyond volunteers, there are a number of opportunities to supplement park and recreation staff at a low cost to the municipality. The following organizations/programs provide methods and sources for potential staff:

PHEAA: Pennsylvania Higher Education Assistance (PHEAA) offers a work study program for students in the field of parks and recreation as well as other fields. Local government agencies can apply to receive a list of students in the area who are eligible for this program. PHEAA will pay 40% of the student's wages while working under the work study program. Work-Study program students not only earn money to contribute to their educational costs, but also enhance their classroom learning with valuable work experience while assisting the municipality by providing community service. This is an excellent opportunity to help a student get experience while keeping the wage costs down for the Recreation and Park program. If interested in participating in the PHEAA Work-Study program, an application should be submitted by December for the upcoming summer program. www.pheaa.org

Local Government Academy: Local Government Academy sponsors a Municipal Intern Program where both graduate and undergraduate students from all area colleges and universities are invited to attend a Municipal Intern Fair. A certain number of paid internships are available each year through the Municipal Intern Program. The program provides a service to various communities by placing students in municipalities to complete their summer internship programs. The students work full time for a twelve week period during the summer focused on a particular project. A student working through this program could help in a number of project areas.

PCC: The Pennsylvania Conservation Corps (PCC) can provide two valuable benefits to a community. First both men and women between the ages of 18 and 25 can join the corps for a one year term of service which can be extended. Preference is given to the economically disadvantaged. They are paid for their service as a Corps member and gain valuable work experience through the completion of substantial and needed projects. They receive on the job training in a variety of trades depending on the project they are working on. Depending on the individual, they may be offered adult literacy tutoring, life skills training, vocational education, college courses, job-search workshops and the chance to earn an equivalent high school education. This program offers interested individuals an opportunity to make a major difference in their life. The second benefit is to the community. A municipality can submit an application to have the PCC come into the community to work on a project. Municipalities that are awarded a PCC project receive the services of a crew for one year; most also receive funds to cover the cost of materials for the project and contracted services. www.pcc.org

Intern & Practicum Students: There are a number of colleges and universities that offer course curriculums in the area of parks and recreation. The students studying in the various fields offered within the parks and recreation departments are required to do practicums and internships before earning their degrees. These students are an excellent source of help for municipal recreation programming. A practicum student usually has to work 120 hours to complete their requirements, while an intern student has to do anywhere from 400 to 600 hours of work to complete their internship. These students like to find positions where they are paid, but it is not a requirement that they are compensated. Since these students are in the field of parks and recreation they usually have a genuine interest in what they are doing, knowing that they will be graded on their efforts and that there are potential job opportunities that can come from this work. As part of their work they are normally assigned a project to complete that will benefit the



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community.

Penn State University, Slippery Rock University, California University, Butler County Community College, Lock Haven University, York College, East Stroudsburg, Temple, as well as a few other schools in Pennsylvania, can be contacted to locate students for a parks and recreation practicum or internship. If interested in providing an opportunity for these students, and obtaining this type of staffing for the community, these institutions should be contacted in the fall before they will be needed for the position.

The communities in the Butler area have the unique opportunity to utilize the student resources from Slippery Rock University since it is only a short distance from Butler. The students at Slippery Rock University are required to develop a portfolio as part of their education. A part the requirements of each student's portfolio is to demonstrate the development of a unique and detailed recreation program. Some of these students could be given the opportunity to actually offer their program to the community. Butler County Community College (BC3) is another excellent resource for intern students that has been untapped by the BMM communities. BC3's park and recreation curriculum also strongly focuses on intern employment in community recreation.

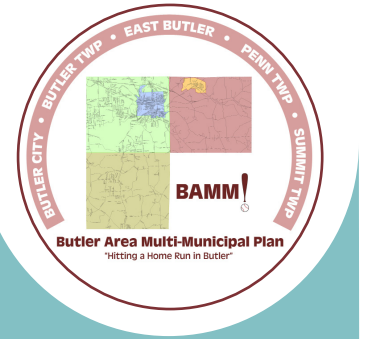
Program Instructors: Most program instructors want to be paid for their services. However, you can often find individuals who are more interested in improving the quality of life in the community through recreational programs. These instructors are usually residents of the community that have special talents that they are willing to share with others by providing classes or programs for interested individuals. This provides an excellent opportunity to get residents involved to help improve the community. It does take some time and effort to locate these people and to convince them that they have something to offer to the community.

Peer to Peer Consultant: The Peer project is a consulting service coordinated with the Bureau of Recreation and Conservation to help the grantee solve an existing problem or improve services in a specific area. This service provides the grantee with management related technical services of an experienced professional who has extensive training, knowledge and experience in the issues related to the project. When the project is completed, the grantee will be provided with a course of action, a set of recommendations to help address the problem studied, and will be encouraged to consider and implement the proposed recommendations. (Taken from the DCNR Peer-to-Peer Technical Assistance Projects General Information and Guidelines)

Circuit Rider Program: The Circuit Rider Program is offered by the Department of Conservation and Natural Resources, Bureau of Recreation and Conservation, as a means to aid communities in the establishment of professional staffing for parks and recreation. Funded by DCNR, these projects provide grant funds for county(ies), multi-municipal organizations or COGs to hire a professional, full-time staff person. The circuit rider's purpose is to initiate new programs and services or a municipality(ies) that individually do not have the financial resources to hire a professional staff person. The intended result of such a hiring is to increase the ability of local officials to more efficiently and effectively meet their recreation, park, greenway, open space and/or natural resource conservation needs

Circuit rider applications are accepted at any time. The application must come from a county, one municipality (representing multiple municipalities), a council of governments, an authority or an official agency created under the Intergovernmental Cooperation Law. In most situations, the Bureau will require a peer review under the Peer-to-Peer grants

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(as discussed above) before approving an application for circuit rider funding. Discussion with DCNR staff is required before submission of an application.

To be eligible for circuit rider funding, two or more municipalities must cooperate in a new intergovernmental effort by adopting an intergovernmental agreement. A single county can be eligible without an intergovernmental agreement providing the county is undertaking or has completed the appropriate recreation and/or greenway planning and will be providing services countywide to their residents and municipalities.

Eligible project costs include the circuit rider's salary only and Bureau-approved technical assistance and training expenses as follows:

- First year up to 100% of gross salary.
- Second year up to 75% of gross salary.
- Third year up to 50% of gross salary.
- Fourth year up to 25% of gross salary

Participating parties must provide local funds to cover the circuit rider's employee benefits for all four years, the balance of the salary in years two, three and four, and normal support services, such as office space and furnishings, training and travel expenses, clerical support, equipment, etc. In year five and beyond, the Bureau expects the local effort to continue on its own.

Hiring/Appointment Procedures

All five communities follow a standard practice when hiring new staff or appoint new members to committees and/or boards. The following is a brief discussion of each municipalities current practice:

- Butler Township advertises for new personnel and requires interested individuals to submit a letter of interest followed by an interview. If an individual is qualified and accepted, the Board of Supervisors will make the official appointment.
- The City of Butler advertises in the newspaper and posts the position on their website. Applicants are interviewed and the chosen applicant is then appointed by the City Council.
- East Butler Borough's procedures for hiring/appointing personnel includes: advertising for the position, interviewing the candidates and appointing them by the Borough Council.
- Penn Township advertises of the position, interviews the applicants and, depending on the position, may require a testing process. A recommendation is then made and the chosen applicant is appointed by the Township Supervisors.
- Summit Township advertises for each position, interviews the applicants and Township Supervisors formally appoints the best qualified applicant.

As can be seen, the processes are very similar for each community with only slight procedural variations. Similarly, each community trains new hires in a very similar fashion. Depending on the position, training generally is completed on the job with existing personnel or as acquired from past work experiences.



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Personnel Policies

Currently, four of the five communities do not have a personnel policy manual or appraisal system. Penn Township is the only community with a personnel policy manual, however it is outdated. Each community should develop a full personnel policy manual detailing all aspects relating to a municipal employee position. Additionally, it is recommended that a yearly performance evaluation, for all administrative employees, be conducted. (See Appendix – Sample Employee Performance)

Continued training and education is very important to keep employees and volunteers up to date on changing trends and issues in their respective fields. Staff should be aware of upcoming conferences, workshops and seminars that may be beneficial to the respective work tasks. There are numerous opportunities for personnel to attend educational programs throughout the year, such as the playground maintenance workshop, trail maintenance workshops and turf and infield maintenance workshops.

Fortunately, each municipality currently provide employees with the opportunity to attend educational opportunities. However, with only a minimal number of employees working specifically in the area of recreation, relatively few have attended the available training. DCNR and the Pennsylvania Recreation and Park Society offer many opportunities throughout the year for maintenance employees, administrative employees and Board members. The programs offered specifically for Recreation and Park Boards help the Boards have a better insight into their roles in the community and into how to improve recreation and park experiences for the residents of their community. It is recommended to provide employees and volunteers continued opportunities to attend available workshops, seminars and conferences.

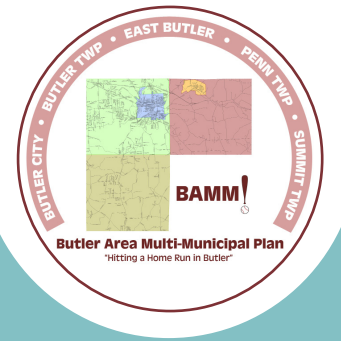
Recommended Staffing

As the Butler region continues to grow, the development of diverse recreational opportunities and parks will play a critical role in setting the greater Butler area apart from other regions. Offering recreational programs and parks has numerous effects on the community including: (1) quality recreation programs and parks decrease the crime rate; (2) they enhance the quality of life for the residents; (3) they improve the economy; (4) they encourage new residents to move into the area increasing the tax base; (5) it can encourage more tourism; (6) parks increase property values and attract business and industry; and (7) recreation programs improve fitness and wellness of the residents. However, the only way to achieve the positive benefits that parks and recreational programs bring to a community is to ensure adequate staffing is provided to meet the rigorous demands of maintaining parks and offering programs to the level expected by the residents of the community.

Currently, the level of staffing for parks and recreation in the Butler region is well below what is needed to maintain the existing facilities and provide adequate recreation opportunities for the community. Based on the number of facilities in each community, appropriate staffing must be designated to properly maintain the existing parks and facilities.

In the case of East Butler Borough, Penn Township and Summit Township, the Road Departments and/or contracted services may continue to be utilized to maintain the facilities until there is a need for a separate department. However, Butler Township and

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the City of Butler do not have sufficient staff and must consider adding employees in order to properly handle the existing work load. The additional maintenance staff will allow each community to develop a maintenance plan that is proactive rather than solely a reactive one. Additional staff will also allow for more than lawn maintenance to be completed in the course of a season. The additional resources will allow for the completion of special projects, or implement proactive maintenance measures. Realizing that current finances and budgets are tight, the addition of staff at this time may be a difficult proposition to implement. However, in time, this will be a measure which will pay dividends in the long term.

The second staffing recommendation of this plan is the development of both municipal recreation and park boards, as well as a regional recreation board and director. It is recommended that the first step each municipality take, prior to the addition of recreational staff, is to develop an ordinance that will officially create a Recreation and Park Board for their respective community. Once created, the Board should look at all aspects of recreation and parks in the community and make appropriate staffing recommendations to their supervisors/councils.

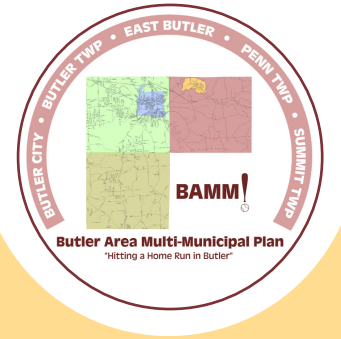
It is further recommended, as stated in the administrative section, that a member from each municipality's Recreation and Park Board be appointed to a Regional Recreation Board. This Board would oversee recreation in the five community region. The Regional Board will be responsible for hiring a Regional Recreation Director, who will administer recreation in the region. The Regional Recreation Director could be hired under a Circuit Rider grant from DCNR.

DCNR describes the circuit rider as: "The Circuit Rider's purpose must be to initiate new programs and services for municipalities and organizations that individually do not have financial resources to hire a professional staff person. The intended result of such a hiring is the increased ability of local officials to more efficiently and effectively meet their recreation, park, trail and/or conservation needs. The project encourages intergovernmental cooperation through a written agreement that enables small communities and organizations to pool their financial resources in order to support a full time professional staff person. The Circuit Rider is hired to coordinate the recreation, park and conservation efforts of the participating municipalities, not to suppress their individuality and autonomy. These cooperative efforts result in greater availability of facilities and programs than could be achieved by the participants on their own." (Quoted from DCNR's Circuit Riders Guide – available on DCNR's website.)

As new residents move into the Butler region, there will be a greater demand for more recreation programs and improved park facilities. This demand will require more staffing to meet the needs of the residents. Following the above outlined staffing recommendations will help the municipalities and the region enhance recreation opportunities and improve the quality of life of residents. To assist with this, continued use of intern and practicum students will be an asset to further develop recreational programs, as well as various park projects and maintenance tasks.

As the area grows, parks and recreation must keep pace. The overall operation, maintenance and development of the parks, and a sound operation and maintenance plan, will depend solely on the ability to put action behind this document and hire needed staff as well as work with various groups to adequately maintain and improve the facilities. Knowledgeable personnel will be the key to moving forward in the area of parks and recreation.

Facility and Open Space Inventory



Early in the planning process, the consultants conducted detailed site visits of each municipally owned recreation facility in the five community study area. Based on this evaluation, 19 different recreation or potential recreation sites were identified. The following table outlines the municipal recreation spaces identified and the associated amenities.

Table 7.1 – Municipal Owned (Public) Facilities

Park Name	Facility	Condition	Playground Guidelines	ADA	Obs-olete	Walk/ Drive
Butler Township						
Butler Township Park (Saw Mill Run Park)	Community Center	Good		Compliant	No	Drive
	Playground	Good	Good	Access Poor	No	Drive
	Horseshoes	Good		Not Accessible	No	Drive
	Picnic Area	Good		Compliant	No	Drive
	Volleyball	Fair		Compliant	No	Drive
	Basketball	Fair		Compliant	No	Drive
	Dek Hockey	Good		Compliant	No	Drive
	Ski Slope	Fair		Not Accessible	No	Drive
	Trails	Fair		Not Accessible	No	Drive
Shuffleboard	Poor		Not Accessible	Yes	Drive	
Deshon Woods	Picnic Area	Poor		Not Accessible	Yes	Drive
	Trails	Good		Not accessible	No	Drive
Dan Lohner	Playground	Good	Good	Not Accessible	No	Walk
	Picnic Area	Good		Not Accessible	No	Walk
City Of Butler						
Butler Memorial Park	Swimming Pool	Poor		Not Accessible	Yes	Walk/Drive
	Playground	Poor	Poor	Not Accessible	Yes	Walk/Drive
	Picnic Deck	Good		Not Accessible	No	Walk/Drive
	Tennis Courts	Good		Compliant	No	Walk/Drive
	Basketball Court	Fair		Not Accessible	No	Walk/Drive
	Optimist Shelter	Good		Not Accessible	No	Walk/Drive
	T-Ball Field	Fair		Not accessible	No	Walk/Drive
	Baseball/ Football	Fair		Compliant	No	Walk/Drive
	Batting Cage	Good		Not Accessible	No	Walk/Drive
	Picnic Grove	Good		Not Accessible	No	Walk/Drive
	Tock Shelter	Good		Compliant	No	Walk/Drive
	Deal Shelter	Good		Not Compliant	No	Walk/Drive
	Playground	Fair	Fair	Not Accessible	No	Walk/Drive
	Miller Shelter	Good		Compliant	No	Walk/Drive
	Bocce Court	Fair		Compliant	No	Walk/Drive
	Bauer Shelter	Good		Not Compliant	No	
	Rotary Shelter	Good		Compliant	No	Walk/Drive
	Volleyball Court	Fair		Not Compliant	No	Walk/Drive
	Horseshoe Pits	Good		Not Compliant	No	Walk/Drive
	Fire House Shelter	Good		Not Compliant	No	Walk/Drive
	Musical Theatre Guild Building	Good		Compliant	No	Walk/Drive
	Picnic Deck	Poor		Not Compliant	No	Walk/Drive
	Skateboard Area	Poor		Not Compliant	Yes	Walk/Drive
Athletic Field (School District Owned)	Soccer Field	Good		Not Compliant	No	Walk/Drive
	Walking Track	Good		Not Compliant	No	Walk/Drive
Institute Hill Playground	Playground	Fair	Poor	Not Compliant	No	Walk
	Basketball Court	Fair		Compliant	No	Walk
	Volleyball Court	Poor		Compliant	No	Walk
Rotary Park	Open space	Good		Not Compliant	No	Walk
Diamond Park (County owned)	War Memorial	Excellent		Compliant	No	Walk
South Hill Playground	Basketball Court	Fair		Not Compliant	No	Walk
	Pavilion	Good		Not Compliant	No	Walk
	Swings	Fair	Poor	Not Compliant	No	Walk
	Play Structure	Good	Good	Not Compliant	No	Walk



Facility and Open Space Inventory

Park Name	Facility	Condition	Playground Guidelines	ADA	Obs-Olete	Walk/ Drive
City of Butler Cont.'d						
Ritts Park	Shelter	Good		Compliant	No	Walk/Drive
	Basketball Court	Poor		Not Compliant	No	Walk/Drive
	Playground	Good	Fair	Not Compliant	No	Walk/Drive
Father Marinaro	Tennis Courts	Good		Compliant	No	Walk/Drive
	Ball Field	Good		Not Compliant	No	Walk/Drive
	Shelter	Fair		Not Compliant	No	Walk/Drive
	Play Equipment	Fair	Fair	Not Compliant	No	Walk/Drive
	Basketball Court	Good		Not Compliant	No	Walk/Drive
	Bocce Court	Fair		Not Compliant	No	Walk/Drive
	Soccer Field	Good		Not Compliant	No	Walk/Drive
	Skate Park	Good		Not Compliant	No	Walk/Drive
East Butler Borough						
East Butler Borough Baseball Complex	Little League Ball Field	Good		Compliant	No	Drive
	Farm Ball Field	Good		Not Compliant	No	Drive
	T-Ball Field	Good		Not Compliant	No	Drive
	Speed-O Ball Field	Good		Compliant	No	Drive
	Shelter	Good		Compliant	No	Drive
	Shelter	Good		Compliant	No	Drive
East Butler Playground	Batting Cages	Good		Not Compliant	No	Drive
	Basketball Court	Poor		Not Compliant	No	Walk
	Shelter	Good		Not Compliant	No	Walk
East Butler Parklet	Playground	Good	Good	Not Compliant	No	Walk
	Picnic Area	Fair		Not Compliant	No	Walk
Penn Township						
Renfrew Park	Basketball Court	Good		Compliant	No	Walk
	Shelter	Good		Compliant	No	Walk
	Playground	Good	Good	Compliant	No	Walk
Harcrest Park	Open Space					Drive
Penn Township Municipal Building Area	Open Space					Drive
Summit Township						
10 Acre Site	Open Space					Drive

In addition to the municipally owned recreation facilities, 42 public, private and non-profit sites were visited in the BAMB study area. These sites provide a vast variety of recreational opportunities for the residents of the Butler region. However many of the private and non-profit sites require a membership with the organization or membership in an association that has received permission to utilize the facility.

The following table lists the sites visited that have recreational facilities. This list is not all inclusive and there is no claim as such. There are a number of other organizations, especially churches, in the region that were not visited. The sites not visited may have potential halls or other facilities that could be used for recreational purposes.

Facility and Open Space Inventory

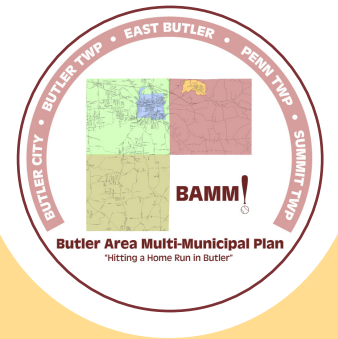


Table 7.2 – Community Recreation Resources - Facilities

Facility	Type	Amenities	Location
Summit Township Sportsmen's Club	Private	Rifle range, trap range, archery range, field archery range, lake, hall, short indoor range (archery & pistol)	Summit Township
Butler City Hunting & Fishing Club	Private	Trap range, skeet range, archery range, rifle range pistol range, three lakes, field archery range, rental hall, indoor range	East Butler & Summit
Succop Conservancy	Private	Lake, trails, rental house for parties, barn, cottage, garage workshop, pavilion	Penn Township
Nothing But Baseball	Private	Indoor batting cages, pond, little league field, practice infield	Summit Township
Butler Area Soccer	Private	Four large soccer fields or eight small soccer fields, shelter, two concessions	Center Township
Butler- Freeport Trail	Public	Trail	Summit and Butler Townships & City of Butler
Wye	Public	Trail - proposed	Summit Township
Butler Library	Public	Library	City of Butler
East Butler Firemen's Club	Private	Rental hall, two horseshoe pits	East Butler
Butler County YMCA	Non-profit	Two indoor swimming pools, whirlpool, two gyms, fitness areas, child care areas, youth center, classrooms, climbing wall, meeting rooms	City of Butler
Adelman Field	Non-profit	Three ball fields, concession, batting cage	Butler Township
Penn Glade International Lion's Club	Private	Rental hall, gazebo, pavilion, ball field, playground, basketball, Horseshoe pit, shooting range	Penn Township
Softball Sociatal Shack	Private	Two ball fields	Summit Township
American Legion	Non-profit	Hall, three pavilions, volleyball court, three horseshoe pits	Butler Township
Highfield Park	Private	Putting green, community center, basketball court, playground, four ball fields	Butler Township
R.C. Men's Club	Private	Club house, lake	Summit Township
Tanglewood Senior Center	Private	Senior center, rental halls	Butler Township
Rothen Avenue Ball Field	Private	Ball field	Butler Township
Meridian Veterans Club	Non-profit	Social hall, shelter, horseshoe pit, swings	Butler Township
Crowe's Corners Soccer Fields	Private	Multiple (4) soccer fields	Butler Township
Vagabond Center	Private	Large rental hall	Butler Township
Alameda Park	Public	Fourteen shelters, two playgrounds, bocce court, swimming pool, two volleyball courts, trails	Butler Township
Pullman Park	Private	Ball field, concession	City of Butler
Herman VFD	Non-profit	Rental hall	Summit Township
BC3	Public	Ball field, field house (leased to Butler County Parks and Recreation Department)	Butler Township
Butler Intermediate School	Public	Ball field/practice football, soccer field	Butler Township
Butler High School	Public	Two ball fields/practice football, basketball court, eight tennis courts, football stadium	Butler Township
Meridian Elementary	Public	Soccer/ball field, two ball fields, playground	Butler Township
Summit Elementary	Public	Playground, basketball/volleyball court	Summit Township



Facility and Open Space Inventory

Broad Street Elementary	Public	Playground	City of Butler
Emily Brittan Elementary	Public	Small ball field, playground, basketball	City of Butler
Northwest Elementary	Public	Ball field, playground, volleyball, basketball	Butler Township
McQuistian Elementary	Public	Ballfield/soccer field, basketball court, playground	Butler Township
Summit Academy	Private	Tennis court, two basketball courts, football field, two shelters, lake, two volleyball courts	Summit Township
Penn Christian Academy	Private	Two playgrounds, three ball fields, basketball	Penn Township
Oak Hill Church	Non-profit	Ball field, fellowship hall	Penn Township
St. Fidalis Church	Non-profit	Five ball fields, small shelter, concession stand, batting cage	Butler Township
St. Mary's Church	Non-profit	Playground, basketball/volleyball court	Summit Township
St. Paul's Church	Non-profit	Rental hall	City of Butler
St. Peter's Church	Non-profit	Rental hall	City of Butler
Whippo Avenue Park	Public	Ball field, basketball court, playground	Butler Township

Several of the organizations identified above are open to potential partnerships with local municipalities to enhance recreational opportunities in the region. These partnerships enable recreation programs to flourish with the use of these additional facilities. However, there are potential pitfalls to this arrangement that are not faced when dealing with a municipally owned facility. Some of these pitfalls include: (1) proper turf maintenance of the fields; (2) adequate maintenance of surrounding facilities; (3) facilities meeting ADA standards; (4) adequate parking areas; (5) adequate restroom facilities; (6) proper ingress and egress to the facilities; (7) use of the facilities when needed; (8) liability issues; (9) development or installation of new facilities to enhance the existing facility.

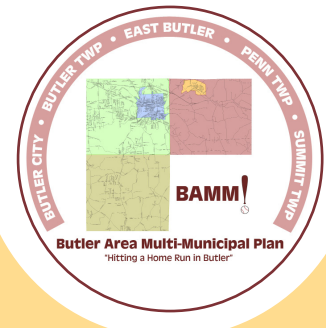
Through the facility inventory process, it was noted that there is a substantial lack of fields, courts and picnic shelter in the region, especially on municipally owned lands. This lack of public facilities is partially met through the use of facilities at the non-profit and private sites listed in Table 7.2. The use of these facilities helps to alleviate some of the required need for these recreation facilities, but due to the lack of municipal ownership, these facilities are subject to many of the pitfalls as previously discussed.

Comparison with National Recreation and Park Association (NRPA) Standards

Decades ago, the National Recreation and Park Association (NRPA) set standards for the number of facilities suggested for a municipality. In 1983, the publication, "Recreation, Park and Open Space Standards and Guidelines," provided extensive tables using a population baseline to determine how many fields, parks, facilities, etc. are recommended for a community. The tables offer a tool that outlined the population size needed to support facilities such as sport fields and courts.

In 1996, NRPA released another publication, "Park, Recreation, Open Space and Greenway Guidelines". In this publication, NRPA altered its standards by allowing municipalities to document a need and support for a facility rather than using population as a basis. The new standards make it easier for municipalities to construct recreation

Facility and Open Space Inventory



facilities that their residents desire. However, in order to provide a baseline, the old standards are often used as a point of comparison.

The equation used by NRPA to determine the actual facility demand and whether or not there are enough fields or courts being provided for organized sport league play is:

$$RFD = \frac{RP \times PF}{SS}$$

Recreational Facility Demand (RFD) equals Recreation Participants (RP) (#Participants/Year/Unit) multiplied by the Participation Frequency (PF) (#Visits/Year/Unit) divided by the sample size (SS) (Total number of occupants living in sampled households).

The following table compares the NRPA standards to the current public facilities existing within the area encompassed by the Butler Area Multi-Municipal Plan. The total population of the region based on the 2000 census is 42,923. This figure was used to calculate the surplus/deficiency of public facilities in the region.

Table 7.3 – Comparison of Municipal Owned Facilities to 1983 NRPA Guidelines

Activity/Facility	One Facility, per the following population	Existing Facilities	Needed Facilities	Surplus/ (Deficiency)
Ball Fields	2,500	6	17	(11)
Basketball Cts.	5,000	7	8	(1)
Football Fields	20,000	1	2	(1)
Picnic Shelters	2,000	11	21	(11)
Soccer Fields	10,000	2	4	(2)
Tennis Courts	2,000	3	21	(18)
Volleyball Cts.	5,000	2	8	(6)

The above comparison of existing facilities to NRPA Standards only looked at public facilities in existing parks owned by the five municipalities.

There are a number of other facilities in the region that are owned by other public entities, privately owned or owned by non-profits such as: churches, schools or other entities. The following table compares all recreation facilities in the region to the recommended NRPA Standards.

Table 7.4 – Comparison of all Facilities in the Region to 1983 NRPA Guidelines

Activity/Facility	One Facility, per the following population	Existing Facilities	Needed Facilities	Surplus/ (Deficiency)
Ball Fields	2,500	43	17	26
Basketball Cts.	5,000	18	8	10
Football Fields	20,000	5	2	3
Picnic Shelters	2,000	33	21	12
Soccer Fields	10,000	12	4	8
Tennis Courts	2,000	12	21	(9)
Volleyball Cts.	5,000	10	8	2

This comparison indicates a substantial surplus of all of the facilities except tennis courts. Many of the facilities are adequate for use, but a number are in poor condition with some not being usable but still available if properly maintained. Some of the facilities like basketball/volleyball courts and baseball/football fields are overlapping facilities and will not allow for both sports at the same time. Therefore, even though this appears to be a major surplus, it is not as substantial as it may appear.



Facility and Open Space Inventory

The 1996 publication of NRPA's Park, Recreation, Open Space and Greenway Guidelines established a classification system for community recreational facilities based on the size and use of a park facility. The 1996 standards established the following recreational space classifications:

Mini-Parks (Tot-Lot):

- 2,500 square feet to one acre in size.
- Geared for a small neighborhood within walking distance to residential areas.
- Service radius of less than ¼ mile.

Sports Complexes:

- Consolidated, high use programmed athletic sports fields centralized in one area or within one park.
- A community-wide destination.
- Minimum size of 25 acres with 40 to 80 acres being optimal.

Neighborhood Park / Playground / Mini-Park:

- Intense recreational activities such as fields, courts, play equipment and picnic areas
- Easily accessible
- Geographically central to specific neighborhood(s)
- Service area of ¼ to ½ mile
- Contain 1 to 15 acres
- NRPA recommends 1 to 2 acres of these parks per 1,000 resident population

Community Parks:

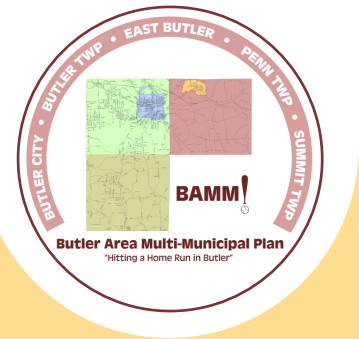
- Areas for large use zone facilities (community center, pool, sports complex, etc)
- May include a passive use area, natural area
- Large acreage suited to active and passive use areas
- Centrally located within community to serve a large portion of community
- Service area of 1 to 2 miles
- Contain 25 or more acres
- NRPA recommends 5 to 8 acres of these parks per 1,000 resident population

Currently, **Butler Township** has three existing parks and one park area pending final approval from the state. Based on the 2000 census data, the population of Butler Township is 17,185. The following table provides a park land comparison to national standards.

Butler Township Park Land Comparison to National Standards.

Type of Park	Acres/1000 Population	Existing Acres	2000 Needed	2000 Surplus/ (Deficiency)
Tot Lot	<1	.3	<17	<(16)
Neighborhood/ Mini Park	1 -2	10	17 -34	(7 - 24)
Community Park	5 - 8	190	85 - 136	54 - 85

Facility and Open Space Inventory



East Butler Borough has three existing park areas. Based on the 2000 census data, the population of East Butler Borough is 679. The following table provides a park land comparison to national standards.

East Butler Borough Park Land Comparison to National Standards.

Type of Park	Acres/1000 Population	Existing Acres	2000 Needed	2000 Surplus/ (Deficiency)
Tot Lot	<1	.55	<1	0
Neighborhood/Mini Park	1 -2	0	1-2	(1 – 2)
Community Park	5 - 8	16.8	5 - 8	(8 – 11)

The City of Butler eight has different park areas scattered throughout the city. Based on the 2000 census data, the population of the City of Butler is 15,121. The following table provides a park land comparison to national standards.

City of Butler Park Land Comparison to National Standards.

Type of Park	Acres/1000 Population	Existing Acres	2000 Needed	2000 Surplus/ (Deficiency)
Tot Lot	<1	0	<15	(15)
Neighborhood/Mini Park	1 -2	9.1	15 - 30	(6 – 21)
Community Park	5 - 8	117.40	75 - 120	3 - 42

Penn Township has two park areas plus a large tract of land around the municipal building that could be used for low intensity recreation. Based on the 2000 census data, the population of Penn Township is 5,210. The following table provides a park land comparison to national standards.

Penn Township Park Land Comparison to National Standards.

Type of Park	Acres/1000 Population	Existing Acres	2000 Needed	2000 Surplus/ (Deficiency)
Tot Lot	<1	1	<5	(<4)
Neighborhood/Mini Park	1 -2	12	5 - 10	2
Community Park	5 - 8	49	25 - 40	9

Summit Township has one undeveloped park site. Based on the 2000 census data, the population of Summit Township is 4,728. The following table provides a park land comparison to national standards.

Summit Township Park Land Comparison to National Standards.

Type of Park	Acres/1000 Population	Existing Acres	2000 Needed	2000 Surplus/ (Deficiency)
Tot Lot	<1	0	<5	(<5)
Neighborhood/Mini Park	1 -2	0	4 - 9	(4 – 9)
Community Park	5 - 8	10	20 - 32	(10 – 22)

The above information provides a breakdown of each municipality's park land and its comparison to national standards. Based on the 2000 census data, the population of the study area is 42,923. Following is a comparison of the Butler Area Multi-Municipal region



Facility and Open Space Inventory

as a whole to national standards.

Butler Area Multi-Municipal Park Land Comparison to National Standards.

Type of Park	Acres/1000 Population	Existing Acres	2000 Needed	2000 Surplus/ (Deficiency)
Tot Lot	<1	1.85	<43	<41
Neighborhood/Mini Park	1 -2	31.10	43-86	(12 - 55)
Community Park	5 - 8	383.20	215-344	39 - 168

The NRPA standards for recreational lands are offered only as a general guideline to provide a base point in which to determine how existing parks compare to the “average” community. However, the standards should not be viewed as a requirement given that recreational demands vary across the country and from region to region. As a result, the only true method of determining if the recreation facilities are adequate is to ask residents through the use of recreational surveys, program feedback forms and general observations of the use of recreational facilities (i.e., are your parks being over used, are fields booked solid).

The comparisons used here only considered municipal owned sites within the study area. Private facilities, college facilities, school district facilities, church facilities and facilities in surrounding communities were not included. A regional map, indicating the location of municipal facilities and the respective service areas, as defined by the 1996 NRPA standards, is provided in the Appendix.

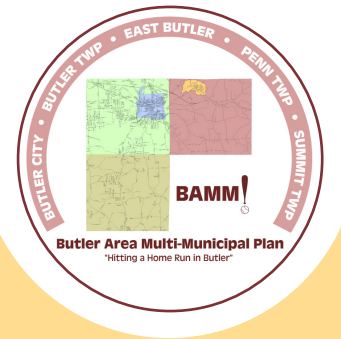
Public Input and Existing Facility Comparison

Various methods were used to obtain information concerning the facilities located in each municipal park. The public meetings and study committee meetings generated input concerning park facilities. This input correlated with the information gathered from the public survey and the key person interviews. One of the biggest concerns is the maintenance of the existing parks and facilities. 56.8% of the respondents to the survey indicated that the existing parks need to be improved and 51% indicated that the facilities need improvement. 65.8% of the key person interviews either agreed or strongly agreed that that the parks need to be improved and 33.3% specifically indicated that maintenance of the parks and facilities needs to improve. Due to the lack of staffing and available funds, the maintenance of the parks and facilities does not receive the attention necessary to be in top notch condition. This issue needs to be addressed to improve the parks and existing facilities to enhance their aesthetic value, improve safety and avoid potential liability issues.

Cross referencing the responses to the public survey and the key person interviews to the Pennsylvania Outdoors 2009 – 2013 Statewide Comprehensive Outdoor Recreation Plan, a very similar pattern of responses occur. This is an appropriate indication of the regional needs and participation rates for facilities in the Butler region.

Trails are the most important features needed in the parks, especially walking trails, with 76.2% indicating that they would use the trails and 66.4% supporting spending funds to develop new trails and improve existing trails. Nature trails, bike trails and hiking trails respectively had high percentage rates for participation and support for funding. Restrooms, a necessity in any park, scored high with 60.7% indicating regular use and

Facility and Open Space Inventory



45.3% supporting funding to construct new or improve existing facilities. Pavilions/picnic areas are another highly desirable feature in the parks with 49.7% using picnic area and 37.1% using the shelters, while 30.6% support funding for picnic areas and 22.1% support funding for shelters. Following behind these top three are open space/natural areas at 38.5% use and 30.6% funding support, swimming pool with 37.3% use and 27.95% funding support, amphitheatre with 35.6% use and 14.3% funding support and playgrounds at 35% use and 31.3% funding support.

The information derived from these results follow a similar pattern in relation to the existing facilities in the region. Field facilities and court facilities had relatively low percentages for participant use and funding support. When considering all of the facilities available at public, private and non-profit sites, there are a substantial number of athletic fields and facilities in the region. Therefore, there is a perceived need for facilities other than athletic fields and courts in the public parks.

Trails are by far the most desired facilities. They can be used in multiple ways by all ages, they get people outdoors, and they provide an opportunity to exercise. Depending on the type of trail constructed, they can be included into almost any site, are relatively easy to construct, and can be fairly inexpensive to develop and maintain. Maintenance can be an issue if not properly constructed and maintained on a regular basis. There are several trails in the area, but very few at the existing municipal parks. Based on the public input, trails and/or walking paths should be developed at the municipal parks.

Although there are several picnic areas/shelters in the municipal parks and numerous other such facilities in the area, there is still a need for more of these facilities. Strong consideration should be given to including additional picnic areas/shelters at the existing municipal parks. They can serve as a place for small picnics, as a rental facility for gatherings, as a staging area for various programs, or a quiet area for enjoying some form of passive recreation. Development of these facilities is relatively easy and inexpensive; however, they must be properly maintained and developed to meet ADA requirements.

Playgrounds are another important part of any park setting whether at a small or large park. Playgrounds tend to draw people to the park, especially young families. They are a relatively expensive facility to construct, must be ADA compliant, and must be properly inspected and maintained on a regular basis. They are an important park feature and must be incorporated into the park setting as indicated by the public input.

Americans with Disabilities Act (ADA)

As new buildings or facilities are developed within the parks, these facilities are required to meet all ADA specification. Existing structures or facilities should be adapted to meet these standards allowing those with disabilities to easily be included in meetings, events and other functions in the community.

Butler Townships Community Center and their new Township Building are ADA compliant. The Dek Hockey Court in Butler Township Park is also compliant. However, none of the other facilities in Butler Township Park nor any of the facilities at the Township's other parks meet current ADA compliance.

The City of Butler is only partially ADA compliant in certain portions of their parks. However, most of the facilities are not ADA compliant, while some areas have poor accessibility.



Facility and Open Space Inventory

East Butler Borough is partially ADA compliant at the East Butler Borough Baseball Complex. The other two small park sites are not ADA compliant. East Butler Borough's municipal building is ADA compliant.

The playground and pavilion in Penn Township's Renfrew Park are ADA compliant. Penn Township's municipal building is ADA compliant.

Summit Township does not have any developed park areas at this time; however, their municipal building is ADA compliant.

In order to be in compliance with the Americans with Disabilities Act, it is required that all public entities operate each service, program or activity in a manner that is accessible to persons with disabilities. If a program or an activity is in a building that is not accessible to a person with disabilities, the department must (Mertes and Hall, 1996):

- Remove the barrier to access into the facility
- Shift the location to an accessible site
- Provide the service in some alternative method in an accessible facility
- Construct a new facility for park programs

Recommendations

Based on the current park acreage, it is evident that the study area is deficient in the amount of park land needed to serve the residents of the region based on the national standards. However, if the park property owned by Butler County (Alameda Park) is included into the space calculation, there is sufficient land available to serve the residents of the five communities. However, as the park is not owned by the Township, access to facilities will be granted as available.

Ultimately, if the opportunity to receive or purchase additional land becomes available to any of the five BMM municipalities, the acquisition must be seriously considered with the idea of developing additional recreational areas in the near future as the communities grow.

The following list of recommendations reflect items specific to park development, maintenance and/or facility development noted through the planning process:

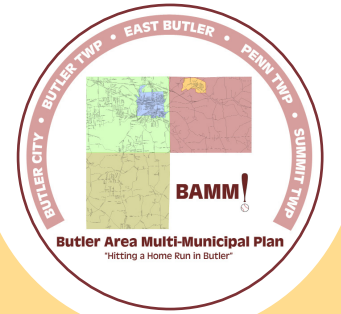
East Butler Borough:

- Prepare a master plan for park property at 5th Avenue and Broadway.
- Need to obtain funding for improvements for park at 5th Avenue and Broadway.
- Obtain funding to prepare a master plan for the Borough Park Baseball Complex.
- Obtain funding for the construction of a playground at the Borough Baseball Complex.

Butler City:

- General improvements needed at all existing parks.
- Need a pocket park along Main Street downtown.
- Upgrade the existing skate park to a skate plaza in order to become a regional destination spot.
- Need to establish usage agreements with all athletic associations for use of City

Facility and Open Space Inventory



owned facilities.

- A seasonal (portable) ice skating rink for use in a City Park.
- Develop a splash park/playground in Butler Memorial Park.
- Connect Memorial Park to Alameda Park with a multi-use trail.
- Redevelop the tennis courts in Ritts Park.
- Develop a pickleball court in Ritts Park.
- Create a system of bicycle routes through the City that will connect to the larger regional trail routes via the Butler-Freeport Trail.

Butler Township:

- Improve existing trails within the park.
- Need to develop trail maps for each park.
- Improved lighting on sled riding hill in Butler Township Park.
- Need picnic shelters in the parks.
- Stream clean-up needed in Butler Township Park.
- Install a rope-tow for the sled riding hill in Butler Township Park.
- Develop cross county trails in the Butler Township Park.
- Develop a walking trail from Old Plank Estates to the shopping mall on S.R. 8 along Litman Road.

Penn Township:

- Implement the recommendations of the park master plan for Penn Community Park.
- Need picnic shelters at Penn Community Park.

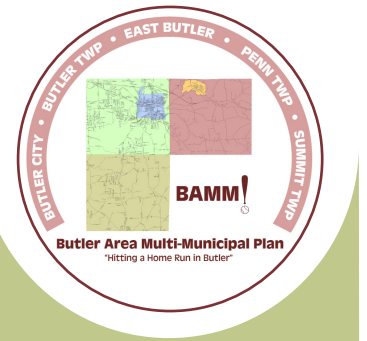
Summit Township:

- Prepare a master plan for the ten acre Butler-Freeport Trail property.
- Develop the ten acre Butler-Freeport Trail property.

All communities:

- A water/splash park (privately owned) like what is in Erie PA, to become a regional destination/attraction.
- Develop boat launch areas in accordance with the Connoquenessing watershed study.
- Develop a disk golf course at Alameda Park.
- Develop public soccer fields.
- Develop a forest management plan for all municipal parks/open spaces/trails with a tree canopy.
- Develop a storm damage recovery plan for parks and open spaces.
- Prepare an area wide, or municipal specific, open space, greenways and trails study.
- For all municipal parks with at least five acres of forested land, the preparation of a Forest Stewardship Plan is highly recommended. A list of certified Forest Stewardship Plan writers is available through DCNR. For further assistance, contact the DCNR District Forester.

Facilities and Equipment Maintenance



Maintenance of parks and other municipal owned properties is essential to providing safe, usable and aesthetically pleasing facilities and areas. An efficient and effective recreation and parks maintenance program will enhance recreation amenities, save money, reduce liability, improve life expectancy of facilities, create an attractive park atmosphere and foster environmental stewardship.

Currently, parks, facilities, and equipment maintenance is completed within each municipality by their own employees. It is recommended that maintenance of these areas continues to be completed in-house, even if a regional recreation director were to be hired. This affords each municipality the ability to properly maintain their facilities. Currently, these responsibilities would be addressed by either the Road Department or the Parks Department depending on the municipality.

As this is a Multi-Municipal Comprehensive Recreation, Park and Open Space Plan, each of the municipality's maintenance procedures will be addressed separately. However, the majority of the information provided will be applicable either now or in the future for all of the communities.

Butler Township Facilities and Equipment Maintenance

Butler Township has its own parks, building and grounds maintenance department which is overseen by the Township Manager. Two or three times each week, the Manager and staff meet to discuss work tasks, projects and maintenance items that must be completed.

The department consists of one full time person and one part time person. In addition to the full-time staff, the Township has taken advantage of the following labor pools:

- Community service people.
- Prisoners from the County Jail. The work release program provides 8 to 15 workers with on site supervision.
- Public works department staff.
- On a project need basis, outside contractors are used.

Generally, the equipment needed for park maintenance is owned by the parks department. However, certain pieces of equipment are shared between departments to avoid duplication. When needed, equipment maintenance is completed in-house. However, larger equipment maintenance requirements are outsourced.

When the need for new equipment presents itself, the park staff makes the recommendation to the Manager. This normally occurs when the equipment is no longer operable. Currently, the parks department does not have a replacement schedule for their equipment as the Road Department does.

Budgeting for park maintenance is part of the Manager's responsibilities. In order for the Manager to develop an adequate park maintenance budget, input from others is gathered, historical budgeting aspects are considered, maintenance usage and budget appropriateness are all evaluated. The park development/maintenance budget does not include any specific line items; instead it presents a total budgetary figure.

The budget does have a park development fund for capital projects and for repairs which is derived from rentals and user fees in the parks. These monies are specifically



Facilities and Equipment Maintenance

earmarked for the parks along with occasional monies from the storm water fund. It is the Township Manager's responsibility to monitor the maintenance capital expenditures.

The park staff works with the Manager on all matters dealing with maintenance and budgeting. All materials are ordered by requisition on a day to day basis with anything over \$50 requiring a purchase order. If quotes or bids are required, the Manager proceeds with the purchase, including writing the RFP's. Park maintenance budgetary records are kept through accounts payable history, including vendors service calls.

The Township does not have a formal preventative maintenance plan for equipment, although some preventative maintenance procedures are followed. Based on the discussion with staff, the intent is to establish a preventative maintenance schedule in the near future. The preventative maintenance plan must take into account detailed record keeping procedures for each piece of equipment to include:

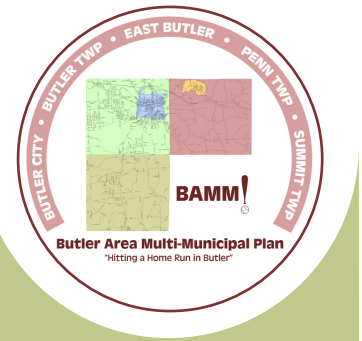
- Hours/miles
- Routine maintenance items – oil change, belts, blades, etc.
- Major repairs – engine overhaul, transmission, etc.

An equipment replacement schedule should be developed to ensure that staff has quality equipment to work with at all times. This will provide greater efficiency and effectiveness, enhance safety and make budgeting easier. The schedule will also provide a basic guideline for equipment replacement. Some equipment may need to be replaced sooner while other equipment that is properly maintained may last longer than the scheduled replacement date. Financial conditions will play an important part in the replacement schedule making routine maintenance of equipment a vital part of keeping equipment in good condition.

Butler Township parks department does not have a formal written park maintenance plan to follow. While facilities and equipment are maintained in adequate condition, the majority of the maintenance issues identified by staff are primarily due to the age, location, type of material used and long-term drainage issues. The only maintenance work that is routinely done is cutting grass, trash removal, cleaning the community center and restrooms.

Currently, there is no proactive (preventative) maintenance plan to address park facility issues before they arise. The maintenance staff does not maintain records pertaining to park maintenance. The lack of planning and scheduling has not affected park maintenance to any significant degree to this point, however, as the areas and facilities grow, formal planning and scheduling of work tasks will need to be put in place.

Facilities and Equipment Maintenance



Following is a list of the major maintenance equipment owned by Butler Township Parks Department and some of the Road Department equipment available for use in the parks.

Table 7.1 - Butler Township Inventory of Maintenance Equipment

EQUIPMENT	AGE	PURPOSE	CONDITION
John Deere Tractor w/grader blade	1981	Mowing & grading	Fair
Kubota Tractor		Mowing	Excellent
3 Snow Blowers		Blowing snow	Good
Push Leaf Blower		Blowing leaves	Good
2 Backpack Blowers		Blowing leaves & debris	Good
2 Hedge Trimmers	2005	Trimming hedges	1 Good, 1 Excellent
Chain Saw		Cutting Trees	Excellent
Trailer	2002	Hauling Equipment	Excellent
Small Trailer	1983	Hauling Tractor	Fair
Tri-Quest Trailer	1990	Hauling	Fair
4 Push Mowers	1995 & 2001	Mowing	Fair
Leaf Vac		Picking Up Leaves	Fair
Kubota Tractor	1984	Mowing	Fair
Kubota Tractor	2000	Mowing	Good
Brush Hog		Cutting Brush	Fair
Log Splitter		Split Logs	Fair
Pickup truck	1999	Transportation	Good
4 weed wackers	1979, 1992, 1995, 2002		Fair to good
Salt Spreader		Salting	Fair
Seeder		Seeding	Good
Leaf Catcher		Picking up leaves	Fair
Road Department Equipment			
John Deere Tractor	1990		
Chipper		Chipping Brush	
Paver	1999	Paving	
Pickup		Transportation	
Grader	1981	Grading	Good
Loader	1999	Loading	
Roller	1999	Rolling	
Excavator		Excavating	
Cement Mixer		Mixing Cement	
Tar Kettle		Heating Tar	
Dozer		Excavating	
2 Trailers		Hauling Equipment	
Dump truck	1999	Hauling	Good
Dump truck	1999	Hauling	Good
1 T dump	1999	Hauling	Good
Dump truck	2006	Hauling	Excellent
Dump truck	2006	Hauling	Excellent

Currently, Butler Township’s risk management approach is primarily reactive rather than proactive with a written risk management plan. There are some first aid supplies available for the staff and they have some safety equipment to use for various tasks that require such equipment. The staff does occasionally attend training seminars to keep up to date on safety issues.

All staff should be certified in CPR and AED every two years. Consideration should be given to providing access to an automatic electronic defibrillator (AED) in the Recreation Center. Additionally, “Right to Know” information should be readily accessible to all employees.



Facilities and Equipment Maintenance

The maintenance person does perform a visual risk assessment and park facility inspection, occasionally. However, this inspection is not properly recorded, which is a major deficiency for playground safety. Records of these inspections must be maintained to protect Butler Township in case of a lawsuit.

Butler Township's Community Center is well maintained by the park staff, offering a rental facility that is clean and enticing to use. Each of the park sites appear to be in good condition and fairly well maintained. With minimal staffing, the park staff has done an adequate job on maintaining the facilities. As park areas and facilities expand, and more programs are offered there will be a need for additional staff to keep with and improve on current conditions.

City of Butler Facilities and Equipment Maintenance

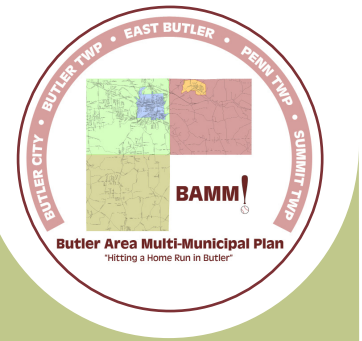
The City of Butler has a full time Parks and Public Properties Department which is located in Butler Memorial Park at the park maintenance building. The Department has a working foreman, two park laborers, one seasonal laborer and some help from Career Track personnel. The City's street department does not help in the parks; however, the two departments do share some equipment. All required park work is completed with the above personnel. In order for the work to be completed in the parks, the Park Foreman sets up the general maintenance jobs. For major projects, the council must first approve the project. Once approved, the Park Foreman, along with the laborers, will work on the project. The Park Foreman is also responsible for determining and purchasing equipment and materials needed for the projects.

The Park Foreman assumes responsibility for maintenance on the equipment owned by the parks department. Although the Park Foreman and laborers do the majority of the work in the parks, some work is contracted out, such as cutting Father Marinaro Park, roofing work, electrical work and other specialized tasks.

Maintaining accurate records is an important part of documenting everything that happens in the parks and within the park department. Very few records are maintained. The only maintenance records available are for equipment maintenance that has been completed by the operator and recorded on maintenance cards. Besides maintaining maintenance records, the Department should have a maintenance management plan and a preventative maintenance schedule. Currently the maintenance management plan consists of a list of the work that is accomplished on a daily basis. The Department tries to work on a preventative maintenance schedule, but there is no set schedule for this work. For further information on existing maintenance, see the 2006 City of Butler Comprehensive Recreation, Park, and Open Space Plan.

In order to develop the park budget, the Park Foreman works with a representative from City Council to determine equipment needs and park projects. The remainder of the budget normally flows from one year to the next with minimal changes. The City Council then determines the final budget. Due to financial issues, funding for parks has been declining. (See the 2006 City recreation plan)

Facilities and Equipment Maintenance



Following is a list of the major maintenance equipment owned by the City of Butler Parks Department.

Table 7.2 - City of Butler Inventory of Maintenance Equipment

EQUIPMENT	AGE	PURPOSE	CONDITION
½ T Extended Cab Pickup	2008	Transportation	Excellent
½ T Crew Cab Pickup	2001	Transportation	Good
1 T Dump	2010	Hauling	Excellent
Plows		Plowing	Good
Kubota Backhoe	1995	Digging	Good
Snow Blower	2009	Blowing snow	Excellent
Pressure Washer		Pressure washing	Good
Honda Generator		Produce electric	Good
Edger		Edging	Fair
13 Weed Wackers	Old	Cutting weeds	Fair to Good
Line Stripper		Stripping	Good
Kubota Tractor	2007	Mowing/plowing	Good
Kubota Tractor	1995	Mowing 48"	Excellent
5 Push Mowers		Mowing	Good
18" Chain Saw		Cutting trees	Good
Water Buffalo		Water trees	Good

Risk management is not evident in the parks as seen from numerous issues that exist. If these issues are not addressed, they could become liability issues. The Parks Department should establish a risk management plan to follow. Fortunately, they have sent staff to a Playground Maintenance Workshop. With this in mind, they should do regular inspections of the playground facilities and document their findings. The staff should have the opportunity to attend other workshops to expand their knowledge of park maintenance and to assist in identifying safety and maintenances issues in the parks.

The parks and public properties staff is stretched very thin in trying to maintain all the City's facilities and properties. It is often difficult for them to adequately maintain each of the facilities at a high level. More funding, additional staff and perhaps more training are needed to improve the overall park maintenance. The current staff is doing a fairly decent job with the resources they have, especially in Butler Memorial Park. (See the 2006 City recreation plan for further details)

East Butler Borough Facilities and Equipment Maintenance

East Butler Borough does not have a parks department, so they depend on their part time road department to maintain the parks. One part time, retired, road foreman along with two seasonal staff cut the grass in the two small parks and handle any minor repairs needed in all of the parks. It is the part time foreman's responsibility to determine the work that needs to be completed in the park, order any materials needed, and do the work or make sure the seasonal help completes the tasks. He can purchase the materials needed, however, if the purchase is over \$100, he generally checks with Borough Council.

The road foreman does all minor maintenance and repairs to the equipment. Beyond these repairs, a contracted mechanic will come in and handle the major repairs. The road foreman determines the condition of the equipment and will recommend to Borough Council any equipment that needs to be replaced and/or purchased. The equipment the Borough has appears to be well maintained and in relatively good condition considering the age of some of the equipment.



Facilities and Equipment Maintenance

Following is a list of the major maintenance equipment owned by East Butler Borough Road Department.

Table 7.3 -East Butler Borough Inventory of Maintenance Equipment

EQUIPMENT	AGE	PURPOSE	CONDITION
1 T Dump	2003	Salting/Plowing	Good
1 T Dump	1987	Hauling	Fair
5 T Dump	1980	Salt/plow/Haul	Fair
JCB Backhoe	2008	Digging	Excellent
MF Tractor	1978	Loading/Grading	Good
Husqvarna Mower	2006	Mowing	Good
Street Broom		Sweeping	Good
Pull Paver	2002	Paving	Fair
1 T Roller	2002	Rolling	Good
Chainsaw		Cutting	Fair
Blower		Blowing leaves	Fair
3 Weedeaters		Trimming	Fair
Roller Trailer	2002	Hauling	Fair

Currently, other than a time sheet that indicated the work completed, there are no records maintained for the equipment. The Borough does not have a preventative maintenance schedule or a maintenance management plan.

The park maintenance budget is determined by past budgets and recommendations from the road foreman. Borough Council, using this information, develops the annual budget. It is then the Secretary/Treasurer's responsibility, along with Council, to monitor the parks budget. The budget is not projected out into the future.

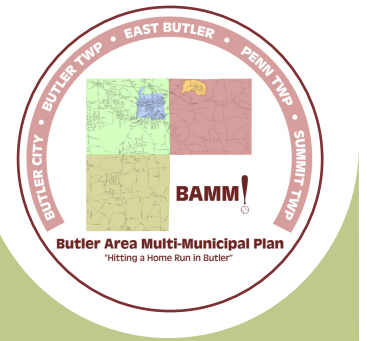
East Butler Borough does not have a risk management plan in place. It is recommended that they establish some form of risk management to avoid potential liability issues. At a minimum, playground inspections, as well as inspections of all park equipment, should be completed on a regular basis and the results recorded. Currently, if the road foreman sees something wrong with the equipment, he repairs it immediately, if possible or shuts it down until it can be repaired or removed. The Borough does have a first aid kit in the garage along with fire extinguishers.

The two small park sites are fairly well maintained. However, the playground equipment at the 5th Avenue site needs to be replaced. The current equipment does not comply with current standards and is unsafe. It is highly recommended that the play equipment at these two small park sites, which does not meet current SPM standards and CPSC guidelines, be removed immediately. The larger site is maintained by the baseball association with repairs being done by the road personnel. The fields are in relatively good condition, but some general clean up of scrap and debris would enhance the aesthetics and safety of this area.

Penn Township Facilities and Equipment Maintenance

Penn Township does not have a parks department, so they have to depend on the Road Department to address any maintenance issues in the parks. The Road Foreman along with two other road crew members maintain Renfrew Park, Penn Township's only park that at this time requires maintenance. Their primary tasks at the park include trash removal, spraying weeds, mowing behind the fence, graffiti removal, staining the pavilion, trimming and removing trees, resurfacing asphalt areas, sealing the basketball court and lining the basketball court. Cutting grass and trimming in this park is contracted out.

Facilities and Equipment Maintenance



It is the Road Foreman’s responsibility to determine the work that needs to be completed and to oversee the maintenance being done. The Road Foreman also determines the equipment needs for the Township and upon approval, purchases the equipment. Any materials that are needed for projects or repairs are purchased by the Road Foreman. If purchases exceed \$400 per month, approval must be obtained before additional purchases can be made.

Penn Township does keep and retain several forms of records. Equipment maintenance records are kept for all road equipment, a daily work log is kept, time sheets are filled out and turned in, roadway pavement management records are kept and sign records are kept. This is an excellent start on maintaining records. As parks further develop in Penn Township, these records should continue to be maintained and other records, such as turf management schedules, should be developed.

Although the Township does not have a specific maintenance management plan, they do adhere to certain maintenance management principals. This should be developed into a complete plan in the future. A preventative maintenance schedule should also be developed. The Police Department does follow a preventative maintenance schedule, but the Road Department loosely follows certain preventative measures.

In developing the budget for Penn Township, the Manager will have open discussions with the employees and boards to access the needs. The Manager then develops a line item budget that must be approved by the Supervisors. It is then presented to the public and placed on display for 20 days. Currently, there is not a capital maintenance budget for this year nor are there any projected capital budgets.

Following is a list of the major maintenance equipment owned by Penn Township Road Department.

Table 7.4 - Penn Township Inventory of Maintenance Equipment

EQUIPMENT	AGE	PURPOSE	CONDITION
10 T Dump	1996	Hauling	Good
10 T Dump	1994	Hauling	Fair
10 T Dump	1997	Hauling	Good
Pickup	1999	Transportation	Good
Backhoe	2004	Digging	Good
Loader	2008	Loading	Excellent
Chipper	1997	Chipping	Good
Massey Ferguson Tractor	1989	Sweeper	Poor
Massey Ferguson Tractor	1994	Broom	Good
John Deere Tractor	2004	Flail Mower	Excellent
Webco Grader	1967	Grading	Fair
Roller	1996	Rolling	Good
Weed Wacker			
3 Chain saws			
2 Pole Trimmers			
Leaf Blower			

Penn Township does not have a risk management plan in place. It is recommended some form of risk management plan be establish to avoid potential liability issues. At a minimum playground inspections, as well as inspections of all park equipment, should be completed on a regular basis and the results recorded.

Park maintenance at Renfrew Park is done very well. The park and its facilities are in good condition. As the Township’s parks and facilities grow, a greater demand for more and better park maintenance will be required. Additional staff may eventually be required to keep up with these demands.



Facilities and Equipment Maintenance

Summit Township Facilities and Equipment Maintenance

Summit Township does not have a developed park land at this time, so no park maintenance is required at this time. The Township did have the foresight to acquire 10 acres of land that could be developed into a park. The land is adjacent to the Butler-Freeport trail and would make an excellent park site. When this does occur, the Road Department will be responsible for maintaining the park facilities.

The Supervisors oversee the road department crew of three. The Road Foreman determines the equipment needs for the Township. The Road Foreman determines the projects that need to be completed and, if approved, he orders the materials. If the cost is over a certain limit, the purchase must be approved and go through the proper bidding process if necessary.

The Road Foreman presents budget issues to the Township Secretary who puts the budget together. It is then presented to the Township Supervisors for approval. The Supervisors then monitor the expenditures. There is no capital maintenance budget and nothing is projected for the future.

Following is a list of the major maintenance equipment owned by Summit Township Road Department.

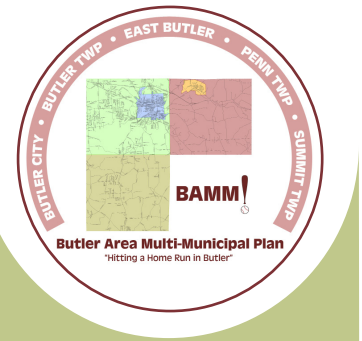
Table 7.5 - Summit Township Inventory of Maintenance Equipment

EQUIPMENT	AGE	PURPOSE	CONDITION
Dump Truck	1998	Hauling	Good
Cat 14 Grader	1977	Grading	Good
John Deere Boom Mower	1990's	Mowing road edges	Good
Dump Truck	2008	Hauling	Excellent
Loader	2007	Loading	Excellent
Dump Truck	2002	Hauling	Good
1 T Dump w/Vbox	2002	Hauling/salting	Good
Chipper		Chipping	Good
Garden Mower	2007	Mowing	Excellent
JD Push Mower		Mowing	Good
Pressure Washer		Pressure washing	Fair
Pole Chain Saw		Cutting limbs	Excellent
Welder		Welding	Good
Weed Wacker		Cutting weeds	Good
2 Chain Saws		Cutting trees	Good
All trucks have aluminum beds			

Summit Township does not have a risk maintenance plan in place. It is recommended that the Township begin to develop a basic risk management plan to avoid potential liability issues. The employees do have the opportunity to attend various workshops.

Without any actual parks at this time, there is no park maintenance work being done. It is important to make sure that the 10 acre site, which should be utilized as park property in the future, does not turn into a dump site or some other collection area for debris.

Facilities and Equipment Maintenance



Maintenance Program Analysis and Recommendations

The five municipalities involved in the Butler Area Multi-Municipal Plan follow a more responsive maintenance plan than a preventative plan in maintaining their park areas and facilities. While they perform adequate routine maintenance in the parks, a formal maintenance plan would provide the maintenance staff with the information needed to prioritize tasks and complete them efficiently and effectively. A formal plan will help to reduce liability risks and assist in the coordination of project planning.

The design and development of a proactive maintenance plan along with a responsive plan will keep the park areas and facilities in top condition. A responsive plan must be available to accommodate the unforeseen issues that will arise. This plan will provide direction for the immediate repair of, or closing of, a facility until repairs can be made. This is a reactionary plan that will require specific attention to the pending issue and will vary with each situation.

A proactive plan is designed to eliminate major issues before they arise. The proactive approach takes into consideration both short and long range maintenance details. This will not eliminate all responsive issues, but will allow the issues to be handled more efficiently when they arise. Another value of the proactive approach is the potential cost savings. There is a significantly lower cost to providing general maintenance than there is to doing major repairs, not to mention that poor maintenance can result in substandard facility appearance and safety that can decrease public use of the parks.

Developing the plan can seem like a monumental task, but by conquering it one step at a time, a strong feasible plan can be developed. **Step one** requires the development and implementation of an inspection program. Any recreation space and the facilities at these spaces that the municipalities are, or may eventually be in charge of, need to be inspected thoroughly. The information gathered from these inspections, coupled with public comments and staff input, establishes the first phase in developing the proactive maintenance plan. Through this initial information an effective inspection form can be created and used as a regular part of the maintenance calendar. The form must be flexible in that it will change as the park facilities and its users change.

The **second step** involves determining the actual financial needs to complete a maintenance task to an acceptable standard. This step will take time in tracking the costs of maintenance in man hours, equipment use and expendable supplies. This will provide valuable information to begin the development of a site specific proactive maintenance plan.

The **third step** is setting goals to guide existing and future maintenance of the facilities. These goals will prioritize the needs of the facilities and phase them in as funds are available. However, safety is the number one goal and safety issues must be addressed immediately. Other goals will follow closely behind and should be addressed as soon as possible in order to maintain quality standards.

This leads into the **fourth step** of developing standards. The standards are for personnel as well as the facilities. The standard created for each facility should reflect the final maintenance outcome at the completion of each task. A checklist, broken down by area, with clear standards and a list of safety items, supplies, equipment and tools, number of personnel and estimated man hours to complete the task should be readily available to the maintenance staff. For the plan to be effective, maintenance personnel need to take



Facilities and Equipment Maintenance

pride in their work and have a sense of ownership. Developing a good rapport with the staff through proper communication and team building efforts will result in a more efficient maintenance plan.

The proactive approach, once established, will provide a quality ongoing maintenance plan that will ensure safe usable facilities and encourage patrons to continue coming back.

To prepare a successful maintenance plan, the municipalities should complete the following tasks as recommended by the Department of Conservation and Natural Resources (DCNR):

- Involve all employees to get their complete understanding and support.
- Inventory the resources.
- Develop a standard for each resource. The standard is a short description of what the resource should look like when the maintenance has been completed. The standards can include specifics such as grass cutting heights and frequency.
- List tasks to perform so that the resources are maintained up to standards. The tasks should be described in enough detail so that anyone would know how to perform them.
- Determine the amount of time it takes to do each task.
- Decide how often each task needs to be done. The frequency will determine the quality and cost of maintenance.
- Schedule tasks into an operational plan and divide up the tasks to develop a schedule for each staff person or crew. This will be added in the future if the staff is increased.
- Implement and monitor the work schedules so adjustments can be made as needed. Have staff track how long it takes to complete each task and then monitor the quality of maintenance.

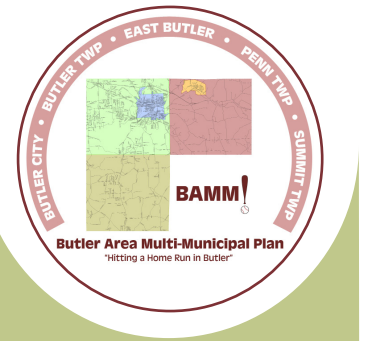
Two other aspects of the maintenance plan involve a replacement schedule for equipment and proper record keeping. A proactive maintenance plan and regular inspections of equipment will maximize the efficiency of the department and help prevent accidents and unwarranted breakdowns. Therefore, it is recommended that a regular replacement program for all maintenance equipment be instituted. Record keeping of all maintenance performed on each piece of equipment will assist in developing a cost benefit analysis. Good record keeping practices and documentation of costs and use will help to justify future budget requests. An annual review of this information at budget preparation time will aid in planning and prioritizing the replacement of equipment.

Field Maintenance Schedule

Consideration should be given to developing a field maintenance schedule for fertilization, weed and pest control. It will greatly enhance the quality of the athletic fields as well as other park areas. An effective turf management schedule should include the following routine:

- March – April: Apply pre-emergence
- May: Aerate fields
- May – June: Apply weed and feed
- June: Apply insect control

Facilities and Equipment Maintenance



- September: Apply fertilizer
- October: Aerate, slit seed and fertilize with starter fertilizer De-thatching the turf areas periodically to help maintain healthier turf

An alternative to this plan could be to apply a 13-13-13 slow release fertilizer in September – October and eliminate the starter fertilizer and possibly the spring pre-emergence. This approach will require a staff member to have their pesticide certification, in Category 23, which covers the use of fertilizers and pesticides in park areas.

Other steps that may be taken to enhance the quality of the turf include:

- Setting your mower height at 3 to 4 inches.
- Water only when your grass shows signs of drought stress and then water deeply.
- Fertilize with an organic fertilizer in the fall and spring.
- Have the pH of your soil professionally tested. Add lime if it is below 6.0 and gardener's sulfur if it is above 7.0.
- How much top soil do you have? Four inches of topsoil will make for an okay lawn. Eight or more inches of topsoil will make for a great lawn.

If synthetic weed and pest controls are incorporated into an overall maintenance plan, it is required that at least one individual must have a Category 23 certification. Also, should synthetic controls and/or fertilizers be applied to turf areas, signs must be posted informing park visitors of the applications.

Mowing the grass higher provides the following perks: (1) more shade to the soil leads to less watering; (2) deeper roots which leads to less watering; (3) thicker turf which leads to fewer weeds; (4) slower growth which leads to less mowing.

A more sustainable approach is an option which many communities are turning toward. The use of organic fertilizers, such as compost and organic mulches, is an alternative that may be considered in the turf management plan. Organic lawn care provides many benefits such as:

- It is safe for humans, animals, insects, and the planet.
- It is better for the health of humans, animals and the planet.
- It provides better water conservation and preservation since water does not often become contaminated in organic systems.
- Soil health and sustainability improves since organics builds organic matter and life within the soil.
- Pest reduction increases since insects tend to be more attracted to out-of-balance synthetic systems.
- Resource conservation improves since organic systems encourage recycling, emphasize less mowing.
- Financial savings are seen through time, since organic systems become more independent as the soil is improved.
- Environmental preservation occurs.
- Noise reduction is recognized with less use of power equipment.
- Environmental awareness is recognized when becoming stewards of the land.



Facilities and Equipment Maintenance

When considering the development of a turf management plan for athletic fields, the values and benefits of utilizing the traditional methods should be weighed against the values and benefits of using organic turf care methods.

In the overall park management plan, it is recommended that strong consideration be given to the implementation of DCNR's Bureau of Recreation and Conservation's "Greening Principles for Park Development and Sustainability". "Creating Sustainable Community Parks: A guide to Improving Quality of Life by Protecting Natural Resources" provides excellent information to assist with creating sustainable parks.

Risk Management Analysis and Recommendations

Risk management is defined by DCNR as "the process of making park areas and recreation facilities safer by conducting and documenting routine safety inspections, having procedures in place to correct problems and performing the necessary work promptly". A risk management plan should cover all recreation areas, facilities, programs and services offered. Each component of the park or recreation area needs to be thoroughly inspected and compared to the standards of acceptable conditions and then classified as a safety risk or in good condition.

Risk management is an important aspect that must be taken seriously in order to provide safe facilities and ensure the safety of park patrons, as well as those performing the work in the parks. It is highly recommended that a risk management plan be established by each community.

To prepare a successful Risk Management Plan, each municipality must consider the following:

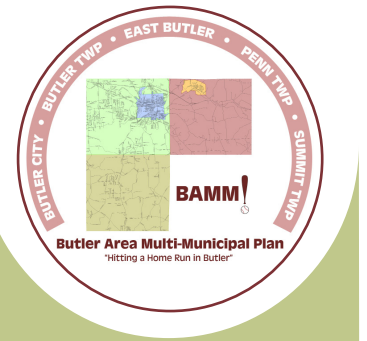
- Develop a plan of action by prioritizing identified hazards and determine cost to correct them. Routine playground safety audits must be done to minimize liability.
- Address problems through the correction of hazards.
- Be pro-active to preventing accidents.
- Implement mandatory safety training for staff, immediately act on complaints and repairing equipment with parts from the equipment manufacturer.
- Document all inspections and corrective steps.

It is recommended that a weekly visual inspection of all park equipment, especially playground equipment, be implemented. Any hazardous conditions should be noted and repaired immediately. If repairs cannot be made immediately, the facility must be closed.

A more detailed monthly inspection should be conducted to ensure safe conditions of all facilities and equipment. A very thorough yearly inspection of all playground equipment is highly recommended. Each of these inspections should be documented and properly filed so that work tasks can be scheduled to address any issues noted and for quick reference in case of potential law suits involving the equipment.

Risk management record keeping should include daily logs of all maintenance activities, both scheduled and unscheduled. These logs should include the task performed, the amount of time taken, the materials needed and the equipment used. These daily maintenance logs will aid in determining maintenance needs and future budgeting. The development of a parks operation manual, as discussed in the section on administration, will provide the guidance needed in maintaining the parks and recording the necessary

Facilities and Equipment Maintenance



information to ensure the safety of the residents and protect the municipality against potential lawsuits.

Staff should be trained to perform at a minimum the following duties:

- Continual monitoring of the physical condition of all facilities and open areas.
- Conducting immediate repairs to minor unsafe facilities and areas.
- Proper posting of unsafe conditions that cannot be immediately repaired.
- Prevention of the use of unsafe equipment and facilities.
- Reporting of safety hazards in writing.
- Submission of accident reports.
- Completion of major repairs as soon as possible

In order to provide a successful Risk Management Plan, recreation and maintenance staff, including public works personnel working in the parks, should be provided the opportunity to attend proper training. Appropriate training and education is provided by various organizations such as the National Recreation and Park Association (NRPA) and the Pennsylvania Recreation and Park Society (PRPS). At least one member of the staff should receive their Playground Safety Inspection Certification or at least attend the playground maintenance seminars offered by PRPS. A staff member that maintains the park grounds should have their Pesticide Certification in Category 23 along with any other appropriate categories.

Continual education opportunities should be provided for the entire staff and volunteers regarding the safety standards published by the American Society for Testing and Materials (ASTM), the United States Consumer Product Safety Commission (CPSC), and other such organizations. Each staff member and volunteer should be familiar with contact procedures concerning legal requirements and inspections for conformance to sanitary regulations, criteria for licensing, fire laws, building and zoning codes, pesticide applications, and safety procedures.

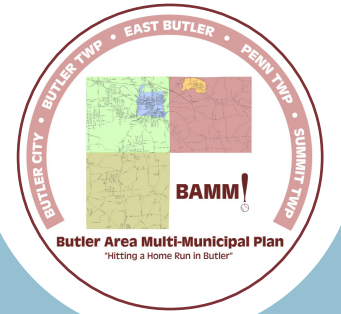
As stated above, first aid supplies and safety equipment should be readily accessible and regular training of staff regarding the use of First Aid, CPR and AED is essential.

The municipalities should ensure that the “Right to Know” information and other information as required by law are posted in an easily accessible and highly visible location. Fire extinguishers should also be in an easily accessible and highly visible location in park/road department vehicles and on other equipment.

In the area of programming, it should be required that any person working with children have their Act 33 and 34 clearances.

A risk management plan also requires adequate liability insurance coverage. As new equipment is purchased, new facilities are constructed and new programs are established; liability insurance should be revised to reflect the new changes.

Programming



Programming is one of the most important aspects of a regions recreational portfolio. Primarily offered as a quality of life benefit to the residents of a community, successful municipal recreation programs offer all age and user groups opportunities to participate in a life enriching activity.

Recreation programming offered in a community is not limited to a municipal recreation department. Local non-profit and for profit organizations offer program opportunities that often go beyond the capability of a local municipal organization, or can target a specific user group and/or interest group.

This section takes a comprehensive evaluation of the existing programming functions of each municipality in the BAMM study area, as well as the role of private and non-profit organizations in each community. Based on this evaluation, a number of recommendations are made in an effort to guide future program opportunities, as well as the development of cooperative partnerships.

Regional Recreation Resources

The Butler region has a variety of public, private and quasi-public entities that provide various forms of recreational activities for residents. Thirty-nine public agencies, schools, churches, businesses and trail sites were visited and inventoried as part of this planning process. The inventory process identified the current level of programs and the facilities that are available in the community. (See Table 9.1 - Community Recreation Resource Chart) At the sites visited, where a representative was interviewed, the general consensus indicated a very strong interest in partnering with the municipalities of the Butler region in an effort to improve programming opportunities as well as the potential use of the facilities available at each of these facilities.

The potential use of private facilities provides the municipalities of the Butler region with numerous opportunities to develop programs that can be held in existing indoor and/or outdoor facilities. By taking advantage of these existing facilities, each community can begin to develop unique programs that otherwise would not be offered due to lack of municipal owned facilities.

The following table lists the recreational facilities available at the sites visited during the inventory phase of this planning study. It must be noted that this list is not all inclusive. There are a number of sites that may not be represented here, especially churches or other private facilities. As recreational programming begins to take shape, it will be important to explore all potential partnership opportunities.

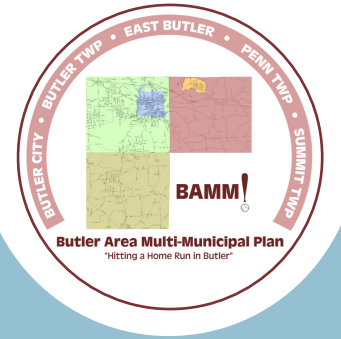


Programming

Table 9.1 – Community Recreation Resources

Name of Facility	Programs	Age & Sex Served	Program Fee	Location
Summit Township Sportsmen's Club	Shooting Sports	Youth - Adult		Summit Township
Butler City Hunting & Fishing Club	Shooting Sports & Fishing	Youth - Adult		East Butler & Summit
Succop Conservancy	Historical & Nature Programs	Youth - Adult		Penn Township
Nothing But Baseball	Baseball Training	Youth	Varies	Summit Township
Center Township Park	Baseball Fields	Youth		Center Township
Butler Area Soccer	Soccer Fields	Youth		Summit & City of Butler
Butler- Freeport Trail	Rail to Trail	All Ages	Free	Summit Township
Wye	Future Trail & Recreation Site	All Ages	Free	City of Butler
Butler Library	Hall Rental	Adults	Varies	East Butler
Firemen's Club	Hall Rental & Programs	Adults	Varies	City of Butler
Butler County YMCA	Swimming, Multiple Activities, Fitness, Day Care	All Ages	Varies	Butler Township
Adelman Field	Baseball	Youth		Penn Township
Penn Glade International Lion's Club	Rental Hall & Variety of Outdoor Facilities	Youth - Adult		Summit Township
Softball Societal Shack	Ball Fields	Youth - Adult		Butler Township
American Legion	Shelter Rentals & Amenities	Adult	Varies	Summit Township
Highfield Park	Rental Hall & Ball Fields	Youth - Adult	Varies	Butler Township
R.C. Men's Club	Hall	Adults	Private	Butler Township
Tanglewood Senior Center	Rental Hall & Senior Programs	Adults	Varies	Butler Township
Rothen Avenue Ball Field	Ball Field	Youth		Butler Township
Meridian Veterans Club	Rental Hall, Shelter & Amenities	Adult	Varies	Butler Township
Crowe's Corners Soccer Fields	Soccer Fields	Private		Butler Township
Vagabond Center	Rental Hall	Adult	Varies	Butler Township
Alameda Park	Rental Facilities, Swimming Pool, Trails, Playground, Etc.	All Ages	Varies	Butler Township
Pullman Park	Ball Field	Adult Semi-pro		City of Butler
Herman VFD	Rental Hall	Adults		Summit Township
BC3	Ball Fields	Teens - Adults		Butler Township
Butler Intermediate School	Baseball, Soccer, Track	Youth		Butler Township
Butler High School	Baseball, Basketball, Soccer, Football	Youth		Butler Township
Meridian Elementary	Ball Field, Soccer Field, Playground	Youth		Butler Township
Summit Elementary	Playground, Basketball	Youth		Summit Township
Broad Street Elementary	Playground	Youth		City of Butler
Emily Brittan Elementary	Playground, Basketball	Youth		City of Butler

Programming



Northwest Elementary	Ball Field, Playground, Basketball	Youth		Butler Township
McQuistian Elementary	Ball Field, Soccer, Basketball, Playground	Youth		Butler Township
Summit Academy	Tennis, Basketball, Football, Volleyball, Lake, Shelters	Troubled Youth	Private	Summit Township
Penn Christian Academy	Ball Fields, Playground, Basketball	Youth	Private	Penn Township
Oak Hill Church	Ball Field, Hall	Youth - Adult		Penn Township
St. Fidalis Church	Ball Fields, Pavilion	Youth		Butler Township
St. Mary's Church	Playground, Basketball Volleyball	Youth		Summit Township
St. Paul's Church	Rental Hall	Adult		City of Butler
St. Peter's Church	Rental Hall	Adult		City of Butler

Partnership opportunities with organizations, such as those listed above, create a win-win situation for community residents, as well as for each of the entities involved. It will take some time and effort on the part of volunteers and future staff to develop partnerships with these entities and implement the potential programs. However, as the door has already been opened through the inventory process of this planning study, it will be easy to begin the process of coordinating new programs. Developing these partnerships should be a part of the regional recreation director's job description.

Another important aspect of community recreation are youth sport associations. The greater Butler region is rich with various youth sports groups. Baseball is one area that has had a long history in the Butler region. Historically, each community has been represented by its own independent youth baseball association. However, many of the baseball associations have recently consolidated in an effort to better serve the youth in their respective community. Today, many of the associations represent an entire municipality or multiple municipalities. Following is a list of athletic associations in the Butler area.

- Penn Township Baseball/Softball Association
- Butler Township Baseball Association
- Butler City Baseball Association
- East Butler Borough Baseball Association
- Butler Area Midget Football Association
- Butler County Soccer Association
- Butler Dek Hockey Association
- Men's Softball League
- Cubs Basketball League
- Cubs Boxing League
- YMCA Basketball League
- Bocce League
- Bowling Leagues

Talks of further baseball consolidation are ongoing at the time this document is being prepared. These discussions are also taking place in light of the recent news, from a private developer, of the construction of a new indoor/outdoor youth baseball complex. The facility, if approved, will be located on a parcel of land at the existing Highfield baseball complex.



Programming

As in most areas, it is common to have a perceived need or desire for more athletic fields uses. The Butler region has numerous ball fields available, but few of these fields are available on public property. According to the survey and key person interviews the need for more fields was not a critical issue. However, there is a strong desire to improve and better maintain the existing facilities. The public survey indicated that 56.8% of the respondents feel that the parks need to be improved and 51% feel that the facilities need to be improved. Thirty-three percent of the key interviewees felt that maintenance in the parks needs to improve.

Deck hockey is another big sport in the Butler region. According to one of the coaches, it is difficult to accommodate the need with only one deck hockey court available. An additional court would be a tremendous asset to the area.

As the region grows and the various associations expand, either the region as a whole or the individual municipalities should develop a field use policy and establish a fee schedule for use of the public fields. These fees will help with improvements and maintenance costs of the facilities.

In addition to the youth athletic associations noted above, a number of organizations are currently providing recreational opportunities in the greater Butler area. The following table is taken from the City of Butler Comprehensive Recreation, Park, and Open Space Plan (2006).

Table 9.2 – Community Programs

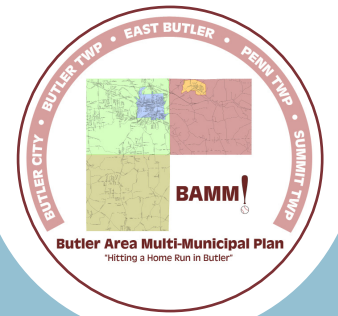
Name of Organization	Programs	Age Served
Butler Gymnastics Club	Gymnastics, Cheerleading	Toddler thru 18
Specialty Outreach Services	Recreational Activities	Troubled Youth
Family Sports Center	Indoor Recreational Activities	Youth
Butler Outdoor Club	Outdoor Educational & Recreation Programs	Youth - Adult
Butler Little Theatre	Theatre Programs	Youth - Adult
Musical Theatre Guild	Broadway Style Musicals	Adult
Summer Dramatics Project	Theatre Productions	Youth - Adult
Butler Symphony	Concerts	Youth
Blazing Star Choral Society	Choral Music	Youth - Adult
Sing Hosanna	Musical Performances	Youth - Adult
Butler Notables	Barbershop	Adult Men
Associated Artists of Butler County	Art Exhibits & Art Classes	Youth - Adult

Butler Area Programs and Participation Trends

According to the public input survey, 88% of the respondents feel that public recreation is somewhat important or very important to their family. This is not surprising in today's society where growing concerns over public health and obesity are top news stories. One tool a community has available to help address these concerns is recreational programming.

The public survey further indicated that 65.75% of residents are of the opinion that the municipalities need recreation programs for all ages, abilities and interests, while an additional 29.18% indicated that municipalities should provide at least some basic programs. Therefore, 94.93% of the respondents indicated that recreation should be provided through the municipalities. This is, by far, a clear indication that the residents of the Butler region will support additional recreational opportunities within the region. When asked what types of programs should be offered the top response was special event at

Programming



49.2 % followed by outdoor/nature programs at 46.8% and family programs at 41.3 %. (See Appendix D Public Input Survey and Appendix B Key Person Interviews) Despite apparent demand, only minimal programming is currently offered by the municipalities.

Butler Township, in association with the Butler County Parks and Recreation Department, has hosted the following events in their community center over the past five years:

- American Red Cross Babysitter Training Program
- Hunter Safety Course
- Boater Education Course
- Breakfast w/Easter Bunny
- Breakfast w/Santa

The City of Butler offered a large variety of programs 15 to 20 years ago. However, due to economic conditions the programs were eliminated. In 2008 the City began offering their Summer Playground Program at three sites in the City. The program is offered Monday through Friday from 9:00 a.m. to 4:00 p.m. all summer long. The director at each site determines the program activities, field trips, and a family night once a week. The attendance for 2009 was:

- South Hills Playground 20 – 25 children
- Institute Playground – 8 children
- Broad Street Playground 15 – 20 children

East Butler Borough offered a recreation night at the old school building and a carnival many years ago. In more recent years they have not offered any programs. However, the East Butler Fire Hall does offer a few programs throughout the year.

Penn Township, in partnership with Nixon United Methodist Church, has a Community Day at the church each year. Also, through the Penn Township Community Events Committee, a volunteer group, the following programs are available to the community:

- Easter Egg Hunt
- Halloween Parade
- Breakfast w/Santa

Summit Township does not offer any programs in the community.

Future recreation programming will be an important issue for the municipalities of the greater Butler area. Should a regional recreation director be hired, as discussed in previous chapters, a number of indoor and outdoor facilities are already available and can be used to offer programs.

As programs are offered, especially recurring programs, it will be found that some programs are successful while others are not. This is not uncommon, as it does take time to develop a successful program schedule. It is important to continue offering a variety of programs building on those that are successful and continually offering new programs. There are many reasons why some programs are not successful, while others are successful.



Programming

The following items are provided here for consideration when planning future programs:

- **Timing** is perhaps the most important aspect in making your programs successful. A program that is not successful in one season may be very successful in another season or even at another time of the day or week. You must continue to offer programs until you find the right combination.
- **Trends vs. Fads** also affect the success of a program. Trends are things that are popular, but may not have caught on in the community yet. This reverts back to timing. It may be popular in the community in the near future. Fads are things that may have already passed by or again may not have reached the community yet.
- **Instructors** are very important to the success of your program. Your instructor's enthusiasm, attitude and style may make or break your program. So seek out quality instructors for your programs and promote them and their qualifications.
- **Publicity and promotion** are extremely important. Many excellent programs have poor attendance because no one knew about them because they were not properly publicized. Use every method available to get the word out.
- **Program fees** can affect the attendance at a program. Know your community and what they can afford to pay for the programs. You must determine if you want to cover just the direct costs, both the direct and the indirect costs, or make a profit. Charging too much can deter people, while not charging enough can make them feel that it isn't a quality program.
- **Location** of the program may affect the success. Is there easy access to the program site? Is the facility or area well maintained? Is it a safe location? Is it well lighted if the program is an evening program?
- **Weather** is a major factor in all recreation programming. Outdoor programs are always affected by weather conditions which determine if the program can be conducted. These are generally affected the day of the program. However, indoor programs can be affected also with people thinking it might be too hot or too cold or it may be snowing and they don't want to go out.

These are some of the main areas that must be taken into consideration when planning programs. Participation trends in programs can be affected by any one, or a combination of, these issues. The continued success of a program will depend on the anticipation of each potential issue that could face the program. In order to ensure success, a plan for each program must be developed and followed through from the inception of the program to the final evaluation of the program. The following is an analysis chart of potential indoor and outdoor programs that could be offered by a regional recreation director or by the individual municipalities.

Programming

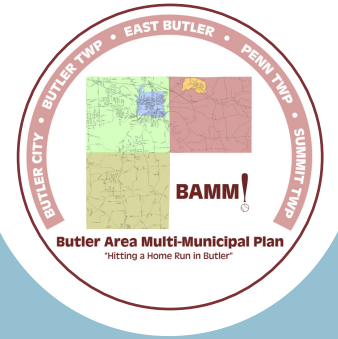


Table 9.3 - Potential Indoor Programs Table

Program	Active/ Passive	Competitive/ Non- Competitive	Sex	Ages	Ability	Experience	Individual/ Group
Aikido	Active	Non- Competitive	Both	Six - Adult	None	Physical	Individual
Yoga	Active	Non- Competitive	Both	Six - Adult	None	Physical	Individual
Pilates	Active	Non- Competitive	Both	Teen - Adult	Minimal	Physical	Individual
Belly Dancing	Active	Non- Competitive	Female	Teen - Adult	Minimal	Physical	Individual
Boot Camp	Active	Non- Competitive	Both	Teen - Adult	Basic	Physical	Individual
Tia Chi	Active	Non- Competitive	Both	Teen - Adult	Minimal	Physical	Individual
Zumba	Active	Non- Competitive	Both	Teen - Adult	Minimal	Physical	Individual
Line Dancing	Active	Non- Competitive	Both	Teen - Adult	Minimal	Physical	Individual
Body Sculpting	Active	Non- Competitive	Both	Teen - Adult	Basic	Physical	Individual
Core Strength	Active	Non- Competitive	Both	Teen - Adult	Basic	Physical	Individual
Self Defense	Active	Non- Competitive	Both	Teen - Adult	Minimal	Physical	Individual
Formal Dance	Active	Non- Competitive	Both	Adult	Basic	Physical	Pair
Karate	Active	Non- Competitive	Both	Teen - Adult	Minimal	Physical	Individual
Babysitter Class	Passive	Non- Competitive	Both	Teen	None	Educational	Individual
Dog Obedience	Active	Non- Competitive	Both	Teen - Adult	None	Educational	Individual
Computer Classes	Passive	Non- Competitive	Both	All Ages	None	Educational	Individual
Cooking Classes	Passive	Non- Competitive	Both	All Ages	None	Educational	Individual
Gardening Classes	Passive	Non- Competitive	Both	All Ages	None	Educational	Individual
Wine Tasting Class	Passive	Non- Competitive	Both	Adult	Minimal	Social	Group
Art Classes	Passive	Non- Competitive	Both	Youth - Adult	Minimal	Educational	Individual
SS Basketball	Active	Non- Competitive	Both	Preschool	None	Physical	Parent/ Child
CPR/AED Classes	Passive	Non- Competitive	Both	Teen - Adult	None	Educational	Individual
First Aid Classes	Active	Non- Competitive	Both	Teen - Adult	None	Educational	Individual
Photography Classes	Passive	Non- Competitive	Both	Teen - Adult	None	Educational	Individual
Hip Hop Dance	Active	Non- Competitive	Both	Teen - Adult	Minimal	Physical	Individual
Preschool Dance	Active	Non- Competitive	Both	Preschool	None	Physical	Individual
Cheerleading	Active	Non- Competitive	Both	Youth	None	Physical	Group
Scrapbooking	Passive	Non- Competitive	Both	Adult	None	Educational	Individual
Breakfast w/ Easter Bunny	Passive	Non- Competitive	Family	All Ages	None	Social	Group
Breakfast w/ Santa	Passive	Non- Competitive	Family	All Ages	None	Social	Group



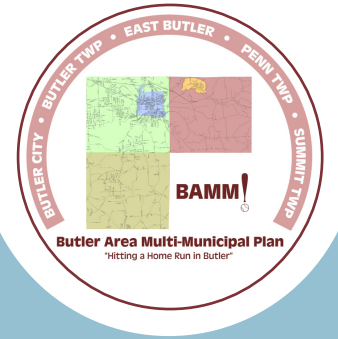
Programming

Table 9.4 - Potential Outdoor Program Chart

Program	Active/ Passive	Competitive/ Non- Competitive	Sex	Age	Ability	Experience	Individual/ Group
Start Smart Baseball	Active	Non-Competitive	Both	Preschool	None	Physical	Parent/ Child
Start Smart Sport Development	Active	Non-Competitive	Both	Preschool	None	Physical	Parent/ Child
Start Smart Basketball	Active	Non-Competitive	Both	Preschool	None	Physical	Parent/ Child
Start Smart Soccer	Active	Non-Competitive	Both	Preschool	None	Physical	Parent/ Child
Start Smart Football	Active	Non-Competitive	Both	Preschool	None	Physical	Parent/ Child
Start Smart Tennis	Active	Non-Competitive	Both	Preschool	None	Physical	Parent/ Child
Summer Playground Program	Active	Non-Competitive	Both	Preschool	None	Physical	Group
Tennis	Active	Competitive	Both	Youth - Adult	Minimal	Physical	Individual
Deck Hockey	Active	Competitive	Both	Youth	Basic	Physical	Group
Flag Football	Active	Competitive	Both	Youth	Minimal	Physical	Group
Baton Twirling	Active	Non-Competitive	Both	Youth - Teen	None	Physical	Individual
Fitness Camp	Active	Non-Competitive	Both	Teen - Adult	Basic	Physical	Individual
Junior Golf Clinic	Active	Competitive	Both	Youth - Teen	None	Physical	Individual
Football Camp	Active	Competitive	Both	Youth	Minimal	Physical	Group
Baseball Camp	Active	Competitive	Both	Youth	Minimal	Physical	Group
Basketball Camp	Active	Competitive	Both	Youth	Minimal	Physical	Group
Eco-Adventure Camp	Active	Non-Competitive	Both	Youth	None	Physical	Individual
Soccer Camp	Active	Competitive	Both	Youth	Minimal	Physical	Group
Lacrosse Camp	Active	Competitive	Both	Youth	Minimal	Physical	Group
Volleyball Camp	Active	Competitive	Both	Youth	Minimal	Physical	Group
Ultimate Sports Summer Camp	Active	Non-Competitive	Both	Youth	None	Physical	Individual

The attendance numbers for the above programs may vary considerably when offered. This can be caused by many factors including weather, time of year, other programs offered at the same time, dwindling or increasing interest in the program, etc.

Programming



Analysis, Deficiencies and Recommendations

Information gathered through the key person interviews, public input survey, public meetings and study committee meetings has indicated a strong desire by residents of the Butler region for more recreation programming and improved recreation facilities. Improving and increasing recreation programming will require constant monitoring of each activity to assure its continued value to the residents.

A strong indication of the value placed on recreation in the Butler region is that 88% of the residents feel that recreation is important to their families according to the public input survey. According to the key person interviews 65.8% either agreed or strongly agreed that the municipalities need to continue to expand and improve the parks. According to the interviewees 87.5% would like to see more future recreation/park opportunities and improvements that would better serve the recreational needs of the residents of the region.

There is a general consensus that the youth of the region are the best recreationally served. This is generally due to the large participation in youth sports and the variety of other programs offered for this age group. Teens, adults and seniors are the least recreationally served. Teen participation in organized sports begins to diminish, especially as they reach the age of 14 or 15. Trying to encourage them to get involved in programs that are offered is often difficult. This accounts for the lack of activities for this age group.

Adults are another difficult age group to develop successful programs due to busy work schedules and family schedules. If interesting programs are offered at appropriate times, adults can be served with quality programming. Seniors are often forgotten. However, with today's active seniors, programs must be provided to meet their needs.

The public input process also indicated a significant interest in family oriented programs. There are a number of family oriented programs in the region, but additional programming and/or expansion of existing programming in this area is still needed.

Sports programs are always important to a community; however, numerous other programs are ranked as high or higher in the survey. Special events, outdoor/nature programs, educational and cultural programs as well as several others ranked higher than sports.

Considering all of the information provided through the various public input methods, it is imperative that the Butler region move forward with the establishment of a regional recreation director in order to meet the programming needs of residents. It is recommended to "go slow" and start off by offering a few programs to test the waters. A slow and steady approach will allow the regional recreation director to avoid becoming over extended by offering too many programs.

As there are very few programs offered by the municipalities, there is a significant deficiency in nearly all areas of recreation in the region. Thus, any programs developed by a regional recreation director will immediately begin to serve the needs of residents.



Programming

The following list offers some additional guidance on the different types of program categories which can be developed for the community:

Free Programs – Programs offered to the community free. There are several programs like this that can be offered that would not incur any costs other than some basic equipment and staff/volunteer time. Examples include:

- Pitch, Hit & Run
- Pass, Punt & Kick
- Hershey Track & Field

These programs provide a great opportunity to reach the seven to fifteen year olds with a one day a year program that is free. The winner in each age group advances to the district competition and can go beyond.

Instructional Programs – These programs provide instruction in a variety of areas and for all ages depending on the program offered. They could include: exercise, sports, arts & crafts, drama or many other areas. Examples include:

- Karate – offered to the family
- Line Dancing – Teens thru Seniors
- Children's Theatre Program – children 8 to 14 years
- Flag Football – Ages 6 to 14
- Quilting Classes – Adults & Seniors

Educational Programs – Programs educating participants in specific areas. Examples include:

- Computer Classes- Can be for any age, but most often for those over 50.
- Women's Self Defense – Women 16 and older
- Gardening Classes – Youth or adults
- Lawn/Tree Care Classes – Adults
- Environmental Programs – all ages

Special Events – Special one or two day programs generally offered once a year. Examples include:

- Community Day – A special event for all ages.
- Easter Egg Hunt – Preschool - youth
- Breakfast/Lunch with the Easter Bunny - Family
- Halloween Party – Infants – Seniors
- Breakfast/Lunch with Santa – Family
- Special Needs Programming – Family
- Winter Bonfire – Family
- Golf Outing – Adults
- Trips - Adults

Age Specific Programs – These programs are structured to very specific ages. Examples include:

- Start Smart Programs – (Soccer, football, basketball, baseball, sports

Programming

- Development) Ages 3 to 5
- o Playground Program – 3 to 5 year old
- o Summer Camp Program – 6- 14 year olds
- o Seniors Programs– Ages 60 over

Unorganized Recreational Opportunities –This provides individuals the opportunity to participate in recreation of their choice when they are able too. This requires facilities rather than programs. Examples include:

- o Trails of all types- all ages
- o Courts – all ages
- o Passive recreation areas
- o Open Space

Special Needs Programs – All programs should be inclusive; however, programs geared specifically for those with special needs should be included in the programming.

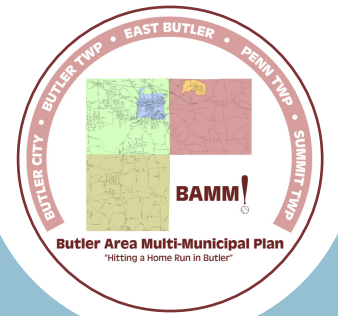
Cultural and Historical – These programs provide many educational opportunities for the participants. Delving into the history of the area, doing special re-enactments, taking a group to an old cemetery, or planning a program where the participants have to live like they did in the pioneer days can provide a real insight in history and the culture of the past.

This is only a brief list of potential programs in certain areas of programming. Many other programs can be offered depending on facilities available, time of the year and the talents and abilities of the staff/volunteers used to instruct the programs. Partnerships should also be developed in order to offer a wider variety of programs.

As the number and variety of programs offered grows, the adoption of the **Program Cycle** must be considered. The use of a programming cycle will provide a complete programming process through the assessment of public relations efforts, evaluation of administration, evaluation of program staff, assessment of program affordability, assist with program staff recruitment, and provide a continual survey of additional program desires.

Perhaps the most important part of the cycle is the program evaluation that should be completed by the program participants at the end of each activity. The information obtained from the evaluation will help staff determine what parts of the program were most and least effective or enjoyed, what should be eliminated, what publicity methods were effective, is the time allotted for the program adequate and recommendations for future programs. The use of the program evaluation form should be implemented immediately. (See Appendix – Program Evaluation Form)

A similar form should be developed for the instructor and volunteers to complete so that they can provide advice from their perspective and have input into the future programming process. This will help instructors and volunteers take further “ownership” not only with a specific program, but with the organization as a whole. The information collected through these evaluations will be critical in the development and/or refinement of future programs. This will allow continued improvement in the programs and help keep up with the changing needs of the community.





Programming

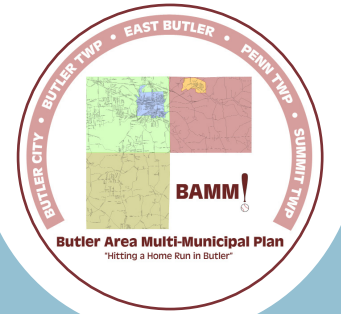
Programming Cycle



Throughout the process of planning, implementing and evaluating each program accurate records should be maintained. The records should include the following information:

- **Day, Date and Time** – This will help to determine the best time to offer this program, as some programs are effective at only certain times.
- **Program Fee/Costs** – Was it reasonable? Did you cover costs? What was your profit margin? Were the participants satisfied? Should you increase or decrease the fee?
- **Location** – Was it suitable for the program?
- **Number of Participants**- Documentation of this can be helpful in numerous ways in the future by providing information needed for grants, nomination of programs for awards, etc.)
- **Program Publicity** – What types were used? What was most effective?
- **Program Evaluation** – This was explained earlier, but it should be maintained with the records for each program
- **Accidents or Injuries** – this provides valuable knowledge that can eliminate potential problems at future programs.

Programming



Program Operational Manual

Once programming efforts begin in earnest, and as the list of programs expands, it will be critical to create a clearing house for information relating to each program. Thus, a detailed program operations manual will be a critical document and should be developed for each program. The manual will provide all the necessary information for a program and will allow someone to step in and effectively run each program. The program manual must include, at a minimum, the following information:

- Date, time and location of the program
- Contacts for the program
- Detailed description of the program
- Detailed list of supplies needed to operate the program
- Timeline for developing each phase of the program
- Set up and clean up procedures
- Cost elements related to the program
- Potential revenues generated from the program
- Program records as addressed above
- Sponsorship, donations, etc. for the program
- Volunteers, staff needed to successfully operate the program
- Photos, news releases, newspaper/magazine articles of the program
- Follow up – Thank you letters, volunteer recognition, etc.
- Program review details – after reviewing the program with others, all ideas suggestions, changes should be properly noted.

Accurate record keeping will ensure that future programs are more effective and efficient, save time and eliminate the possibility of forgetting to address certain aspects of the program, especially if it is a special event. Maintaining and updating an annual program plan and incorporating the above information will enhance the success of the programs.



Programming

Americans with Disabilities Act (ADA)

As discussed in the facilities chapter of this document, compliance with ADA regulations is critical in the development of all new facilities. Just as important is the planning of ADA compliance for recreation programming. Programs must be planned, from their inception, to be inclusive, from the type of program offered to the venue selected to host the program and the marketing of program. However, there are some programs that, given the nature and intent of the program, may not be fully compliant. In the case where full compliance is not met, the program must be advertised as such. The following information provides specific details relating to ADA compliance specific to recreation programming.

ADA COMPLIANCE INFORMATION

The Americans with Disabilities Act of 1990 prohibits the discrimination against any individual because of a disability. In most cases this has primarily been taken into consideration in providing access to buildings and other facilities. However, ADA Regulation for Title II, as printed in the Federal Register (7/26/91) states: The Department of Justice's regulation implementing title II, subtitle A, of the ADA which prohibits discrimination on the basis of disability in all services, programs, and activities provided to the public by State and local governments, except public transportation services. Public entities must comply with Title II regulations by the US Department of Justice. These regulations cover access to all programs and services offered by the entity. Access includes physical access described in the ADA Standards for Accessible Design and programmatic access that might be obstructed by discriminatory policy or procedures of the entity.

Therefore, under Title II no person with a disability can be unjustly excluded from participation in or denied the benefits of services, programs or activities of any public entity. Thus, any type of program or activity that is offered must be available to anyone with a disability. The law states that if asked, you must make "reasonable accommodations" which may include: interpreters, aids or other needs. The expense for the accommodations must be incurred by the agency offering the program. ADA only requires a "reasonable accommodation" but what is unreasonable to you might be deemed to be reasonable to them. Losing money on the program is not considered unreasonable. Also, you can not cancel the program to avoid covering the costs incurred to make reasonable accommodations.

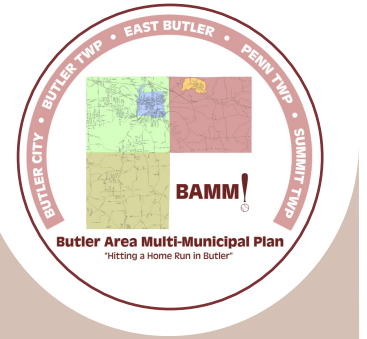
A public entity must also ensure that its communications with individuals with disabilities are as effective as communications with others. This obligation, however, does not require a public entity to take any action that it can demonstrate would result in a fundamental alteration in the nature of its services, programs, or activities or in undue financial and administrative burdens.

It is recommended that a separate designated line item be included as part of the budget. An initial amount may be placed into an account. However, a designated figure, such as one dollar from every participant's registration in other programs, should be set aside in this special account. This should be a restricted interest bearing account to cover any costs incurred by requests from disabled individuals wanting to participate in the programs offered. The account should remain as a separate account and not be absorbed into the general fund.

Information was taken from the Americans with Disabilities Act of 1990 – ADA Regulation for Title II)

In July 2010, the Department of Justice released a number of substantive changes to the 1991 ADA Standards for Accessible Design as established under the Americans with Disabilities Act. More information on the final rule as well as fact sheets regarding the 2010 changes is available, in electronic format, on-line at <http://www.ada.gov/>. For additional information or to order copies of any documents, call the ADA Information Line (800) 514-0301 (voice) or (800) 514-0383 (TTY). Copies will be available in accessible formats.

Finance



The most difficult issue facing almost every community in its quest to provide safe and aesthetically pleasing parks, and a variety of quality programs are finances. Many communities face issues yearly with finding the financing needed to provide and maintain facilities and programs for their residents.

The funds needed to support facilities and programs often come from a community's general fund. As all municipal departments must draw from the general fund to cover their operating and capital budgets each year, it is impossible for each department to be fully funded yearly. In the past and still in some communities today, park and recreation funding has been one of the first areas to be cut when funds are tight. However, many communities are becoming aware of the value of setting funds aside to provide quality recreation facilities and programs. Over a period of time the value of recreation can be recognized through a reduction in crime, increased economic benefits, and improvement in the quality of life of the residents.

Butler Township has only designated a minimal percentage of their budget for maintaining and advancing recreation in the community. This tax support benefits recreation, but future budgeting should consider additional tax support to enhance recreational opportunities in the community. The following two tables show Butler Township's overall revenues and expenditures. The third table indicates the percentage of expenditure for culture and recreation in the Township.

Tables 10.1 - Butler Township Revenues

Revenue	2008	2009	Difference	%
Beginning Cash Balance	700,000	803,155	96,353	13.8%
Interest Earnings & Rents	50,000	35,000	(15,000)	(30%)
Real Property Tax	1,244,550	1,281,367	36,817	2.95%
Act 511 Taxes	3,012,500	3,147,600	135,500	4.5%
Licenses & Permits	212,450	234,000	21,550	10.4%
Fines & Forfeits	170,000	195,000	25,000	14.7%
Intergovernmental Revenue	13,623	13,300	(323)	(2.5%)
Department Earnings	113,200	225,000	111,800	98.8%
Miscellaneous	121,020	123,604	2,584	2.1%
Other Financing Sources	38,750	40,500	1,750	4.5%
Total Revenues & Balance	5,676,143	6,098,526	422,383	7.4%

Table 10.2 - Butler Township Expenditures

Expenditures	2008	2009	Difference	%
General Government	759,919	733,680	(26,239)	(3.6%)
Public Safety	2,286,966	2,514,098	227,132	9.9%
Roads	1,411,930	1,533,973	122,043	8.6%
Sanitation	5,795	6,391	596	10.4%
Recreation & Culture	84,746	85,246	0	0%
Debt Service	264,355	316,055	51,700	19.5%
Miscellaneous	818,732	870,382	51,650	6.3%
Other	43,700	38,700	(5,000)	13%
Total Expenditures & Balance	5,676,143	6,098,526	422,383	7.4%



Finance

Table 10.3 - Butler Township Expenditures % of Budget

Expenditures	2008	2009
General Government	13.5%	12%
Public Safety	40%	41.2%
Roads	25%	25.1%
Sanitation	.1%	.1%
Recreation & Culture	1.5%	1.4%
Debt Service	4.7%	5.2%
Miscellaneous & Other	15.2%	15%
Total Expenditures	100%	100%

The **City of Butler** has supported recreation through taxes for many years. However, this support has dwindled over the past decade. In many communities where recreation funding decreases over an extended period of time, often see an increase in crime, drug usage and a general economic decline. Recreation can be a stabilizing factor in a community as it improves the quality of life for the residents. It is recommended that the City of Butler continue supporting recreation and seek out ways to increase funding for recreation.

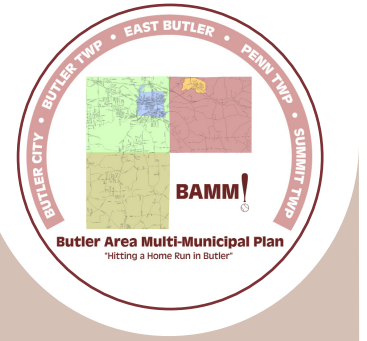
For detailed information concerning budget comparisons for the City of Butler, see the City of Butler 2006 Comprehensive Recreation, Park, and Open Space Plan.

East Butler Borough designates a small part of their budget for recreation each year. It is a designated separate line item in the budget and has remained about the same each year. This item is used for general park maintenance.

Penn Township provides tax support funding to maintain Renfrew Park each year. Those funds are included in the overall budget for the Township and generally remain the same each year.

Summit Township does not currently fund recreation in their community. Therefore, there is no information available to develop a comparison of tax support for recreation and parks in Summit Township.

Finance



Butler Area Multi-Municipal Tax Support Philosophies

This section addresses the tax support philosophy of the five communities involved in the comprehensive plan.

Butler Township realized the value of recreation and began providing tax support for parks and recreation through the purchase of several tracts of land that are now designated as parks in the Township. These park areas have been developed to varying degrees based on the size of the area and the desired use of the area. Currently, Butler Township Community Park has seen the greatest development with the largest percentage of tax dollar funding. As shown in Table 10.3, 1.4% of the 2009 Township budget was designated for recreation and culture. It is commendable that the Township provides funding for recreation. However, it is recommended that the Township increase the percentage of funding for recreation to improve the facilities and offer some programming that will enhance the quality of life for the residents.

The **City of Butler** has provided tax support for recreation for many years. They have developed several parks in the City and installed a variety of facilities in these parks. Unfortunately, the economic issues that have plagued the City have resulted in the decrease of available tax dollars spent on recreation. This has been a detriment to the City causing a decline in maintenance and replacement of park facilities. It has also caused a decrease in staffing and programming. However, recently the City has, once again, begun to provide the Summer Playground program at three locations.

The City has been part of several planning processes: (1) a Comprehensive Recreation, Park, and Open Space Plan for the City; (2) a Master Site Plan for Butler Memorial Park and for Father Marinaro Park; (3) Butler Area Multi-Municipal Comprehensive Plan; and (4) the Butler Area Multi-Municipal Comprehensive Recreation, Park, and Open Space Plan. With all of these planning elements in place, the City needs to take action and utilize the information provided. It is recommended that the City use these planning documents as living documents and not set them aside. The recommendations and implementation strategies should be used to further recreational opportunities in the City and region.

East Butler Borough's involvement in the Butler Area Multi-Municipal Comprehensive Plan and the Butler Area Multi-Municipal Comprehensive Park, Recreation and Open Space Plan shows their support for spending tax dollars to discover the need for more recreation opportunities in the Borough. Besides these plans, the Borough's philosophy towards recreation is to support the expenditures of tax dollars to maintain their parks and to eventually upgrade certain facilities.

Penn Township had the foresight, a few years ago, to purchase a 49 acre site in the Township and designate it as a park area. The Township's participation in both the Butler Area Multi-Municipal Comprehensive Plan, the Butler Area Multi-Municipal Comprehensive Recreation, Park and Open Space Plan, and the development of a master site plan for their park are the appropriate first steps to providing parks and recreation for their residents. This establishes their initial philosophy toward providing tax support for parks and recreation in their community. Following through with the recommendations of the Comprehensive Plans and the Master Site Plan will greatly enhance the Township's efforts to begin providing recreational opportunities for its residents.

Summit Township's participation in the Butler Area Multi-Municipal Comprehensive Plan and the Butler Area Comprehensive Recreation, Park, and Open Space Plan shows their

Finance



support for using tax dollars to consider providing quality recreation opportunities for their residents. Furthermore, the acquisition of the ten acre property along Bonniebrook Road for future development as a park indicates the value they place on utilizing tax dollars for recreation. It is recommended that the Township eventually prepare a Master Site Plan for this site and that the Township stay aware of other potential opportunities to acquire addition park land.

Based on the information obtained from the recreation survey conducted to gather data for this plan, 95.4% of the residents support municipal contributions for parks and recreation in the Butler region. Of those supporting recreation, 65.8% feel that the support should increase, while 29.6% feel that it should stay the same. 64.7% said they would be willing to donate money to fund parks, recreation programs and trails/ greenways in the region. It is important to note that according to the survey, 86.9% feel that the municipalities in the Butler area should partner in the development of parks and recreational programs/facilities. Likewise, the key person interviews indicated that 97.2% of the interviews felt that partnership opportunities are vital to the success of recreation in the region.

Butler Area Expenditure Comparisons

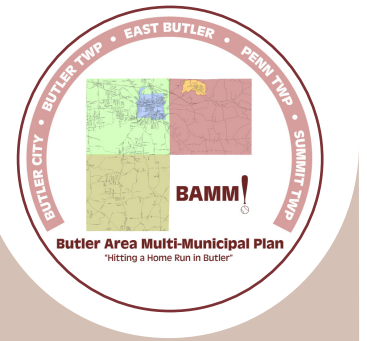
Municipal operating budget expenditures vary significantly from community to community as indicated in Table 10.4. Municipalities in Butler County and surrounding counties with comparable population size, both above and below that of the Butler region population, were used for comparison. This Table provides a point of comparison to identify how the communities of this study spend money on recreation in relation to similar sized communities. The following Table compares communities in southwestern Pennsylvania with populations fewer than 18,000 to the municipalities involved in this plan.

Table 10.4 – Comparison of Park & Recreation Expenditures – Variety of Communities

Community	County	Population	Operating Budget	Budget Per Resident	Capital Budget	Budget Per Resident
Aliquippa	Beaver	13,374	\$85,000	\$6.35	-	-
Butler Township	Butler	17,185	\$82,018	\$4.77	\$67,675	\$3.94
Center Township	Beaver	10,724	\$102,700	\$9.56	\$30,000	\$2.80
City of Butler	Butler	15,121	\$376,588	\$24.90		
Clairton	Allegheny	8,400	\$154,000	\$18.33	\$80,000	\$9.52
East Butler Borough	Butler	635	\$4,000	\$6.30	-	-
Findley Township	Allegheny	5,145	\$206,717	\$40.17	\$210,000	\$40.82
Forest Hills Borough	Allegheny	7,335	\$104,932	\$14.30	-	-
Franklin Park Borough	Allegheny	12,700	\$389,564	\$30.67	\$186,650	\$14.70
Hampton Township	Allegheny	17,526	\$900,000	\$51.35	\$150,000	\$8.56
Marshall Township	Allegheny	6,500	\$266,073	\$40.93	\$8,400	\$1.29
Lower Burrell	Westmoreland	12,251	\$108,591	\$8.86	\$19,175	\$1.56
Penn Township	Butler	5,210	-	-	-	-
Peters Township	Washington	16,790	\$490,883	\$29.23	\$649,200	\$38.66
Pine Township	Allegheny	7,683	\$65,611	\$8.53	\$40,000	\$5.20
West Deer Township	Allegheny	11,371	\$55,360	\$4.86	-	-
Slippery Rock Regional	Butler	11,427	\$239,787	\$19.84	\$23,858	\$2.07
Summit Township	Butler	4,765	-	-	-	-
Averages		10,039	230,015	\$20.52	\$144,110	\$11.73

The figures shown in Table 10.4 have been taken from the 2009 Pennsylvania Recreation and Park Society's (PRPS) Membership Directory. These figures are from a survey conducted by PRPS in (or about) the year 2002.

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Penn Township and Summit Township are listed in Table 10.4, but as they do not have specific line item expenditures for recreation, no information is available for comparison. Butler Township’s operating budget expenditures for recreation are the lowest per capita, at \$4.77, of any communities listed with expenditures. East Butler Borough has the smallest population of any communities listed and ranks third from the lowest per capita expenditure at \$6.30. However, the City of Butler’s operating budget expenditures per capita is slightly above the average at \$24.90. At first glance this sounds good, but the City of Butler’s expenditures also include salaries and material expenses for maintaining all other public properties owned by the City. Therefore, this is not a completely accurate comparison for the City. Capital budget expenditures vary significantly between municipalities. This is primarily due to the projects proposed for that specific year and may be significantly impacted by grants that are awarded to the community.

Table 10.4 does not include capital budget figures as these number change significantly from year to year based on the special projects slated for a given year.

The following table provides a comparison of recreation expenditures for small communities with populations more comparable to Penn Township and Summit Township.

Table 10.5– Comparison of Park and Recreation Expenditures – Smaller Communities

Community	County	Population	Operating Budget	Budget Per Resident	Capital Budget	Budget Per Resident
Clairton	Allegheny	8,400	\$154,000	\$18.33	\$80,000	\$9.52
Denora	Washington	5,653	13,050	\$2.31	8,000	\$1.42
East Butler Borough	Butler	635	\$4,000	\$6.30	-	-
Findley Township	Allegheny	5,145	\$206,717	\$40.17	\$210,000	\$40.82
Forest Hills	Allegheny	7,335	\$104,932	\$14.30		
Monroe Township	Cumberland	5,530	\$49,950	\$9.03	68,689	\$12.42
Middlesex Township	Cumberland	6,669	65,832	\$9.87	-	-
Marshall Township	Allegheny	6,500	\$266,073	\$40.93	\$8,400	\$1.29
New Stanton	Westmoreland	1,906	30,160	\$15.82	-	-
Penn Township	Butler	5,210	-	-	-	-
Lewistown	Mifflin	8,890	250,000	\$27.81	150,000	\$16.87
Pine Township	Allegheny	7,683	\$65,611	\$8.53	\$40,000	\$5.20
Summit Township	Butler	4,765	-	-	-	-
Averages		5,717	\$120,632	\$18.71	\$61,441	\$12.51



Finance

Table 10.6 compares the Butler region (all five communities collectively) population and recreation expenditures to communities or regional recreation providers of similar size.

Table 10.6 – Recreation Spending Comparison Based on Butler Region Population

Community	County	Population	Operating Budget	Budget per Resident
Butler Region	Butler	42,916	462,606	\$10.78
Bethel Park	Allegheny	34,580	741,473	\$21.44
Cranberry Township	Butler	28,000	1,224,000	\$43.71
Indiana Area	Indiana	32,000	237,088	\$14.15
Latrobe-Unity	Westmoreland	30,000	648,000	\$21.60
Meadville Area	Crawford	25,324	928,136	\$36.65
Moon Township	Allegheny	25,000	722,229	\$28.89
New Castle	Lawrence	26,309	613,040	\$23.30
Penn Hills	Allegheny	46,800	346,000	\$7.39
Penn Trafford Area	Westmoreland	26,083	262,150	\$10.05
Slippery Rock Regional	Butler	11,427	239,787	\$19.84
Average		29,858	583,682	\$21.61

Based on these comparisons, the Butler region, although not the lowest per capita expenditure for recreation, spends only half as much as the average per capita expenditure. As the region expands, capital expenditures for both the improvement and the development of parks and recreation should increase.

Butler Area Park and Recreation Revenues

Butler Township Parks and Recreation has received revenues from a few sources through the years. The main source for the past two years has been user fees collected from park use. The following chart indicates these main revenue sources for 2008 and 2009. Although the revenue is not a substantial amount, it is reinvested back into the park development fund. This is a wise method of handling these funds to ensure continued future development of the parks.

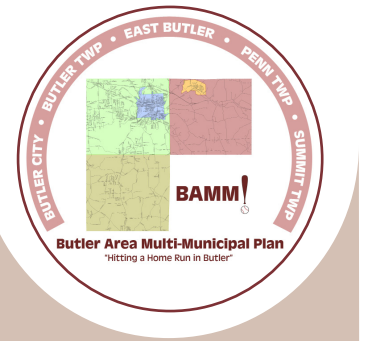
Table 10.7 – Revenue Sources

Revenue Source	2008	2009
Interest	170	150
Dek Hockey	4,275	3,000
Park Use	11,975	11,000
Subtotal Revenues	16,420	14,150
Beginning Balance	75,093	67,700
TOTAL REVENUES	89,243	81,850

Butler Township's revenues for parks and recreation primarily come from taxes. However, the revenue generated from rentals, including the deck hockey program and rental of the community center, and placed into the park development fund thereby established a reserve account for the parks.

Butler Township should apply for future grants to further develop their parks. Due to the current economic conditions, the grant process is very competitive. If the Township would determine an acquisition project or a development project that they would like to pursue, having the park development fund in reserve will be a great asset as the match for the grant.

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The **City of Butler** provides tax support for recreation facilities in the City. They are also providing tax support for the Summer Playground Program. The City does generate some revenues; however, revenues have significantly dropped over the years. Currently the main revenue source is from the rental of shelters. (For detailed revenue and expenditure information for the City refer to the 2006 Comprehensive Plan.)

The City of Butler has applied for some grants from DCNR, but has not received any recently. The City did receive a County grant for equipment and safety surfacing at South Hill Park, but nothing has been completed yet. Mom's for Change raised \$23,000 to purchase a climber for South Hills Park.

East Butler Borough uses tax dollars each year to maintain their two small parks and to do general repairs at their larger park. They did receive a grant from the County for improvements in the one small park. The baseball association also received a grant for improvements at the ball field complex.

Penn Township used tax dollars to purchase their park land. Beyond this purchase, Penn Township uses some tax dollars to maintain Renfrew Park. Currently, there are no revenue sources of recreation in the Township. Once the new park is developed, some revenues can be generated from rentals.

Penn Township has also utilized DCNR funding in the past. The purchase of Harcrest Park was made possible, in part, by the use of DCNR grant funding. The Township has also submitted grant applications to DCNR for other recreation oriented project, but have not yet received funding for the other projects.

Summit Township used tax dollars to purchase their one park site that is currently undeveloped. Since they do not have facilities or programs, there are no revenues generated from recreation in the Township.

Butler Area Budgeting Process

Currently the budgeting process for parks and recreation in the five BAMM communities is very comparable and loose. With minimal staff and facilities and almost no programming, budgeting is typically completed by analyzing year to year expenditures. The following outlines the process in each community:

- ❖ **Butler Township's** budgeting process consists of the Township Manager researching the previous year's expenditures and revenues. The Manager then seeks input from the employees to assist in developing a budget for the coming year.
- ❖ **The City of Butler's** budgeting process generally flows from year to year. The Council looks at the previous year's budget and determines the needs for the upcoming year. The budget is then established on these findings.
- ❖ **East Butler Borough's** budgeting process requires a review of the previous year's budget and expenditures. The road department foreman provides recommendations for park maintenance and improvements. The Borough Council then takes this information and develops a park maintenance line item in the budget.



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- ❖ **Penn Township's** budgeting process entails an assessment of the needs, meeting with the employees for open discussion, determining the line items and putting the budget together. The Manager presents the budget to the Board and it is placed on display for twenty days before it is adopted. Up to this point, there has not been a specific recreation and park budget for Penn Township. Any expenses incurred for the park is included in the general budget.
- ❖ **Summit Township** does not have any parks and recreation facilities. Therefore, they do not have a budget process to develop a park budget.

To properly develop a budget, it is imperative to analyze the previous year's revenues and expenditures, take into account the economic conditions at the time, and seek employee input. Budget expenditure considerations include: (1) proposed program expenses; (2) administrative expenses; (3) staff expenses; and (4) park expenses: such as utilities, maintenances supplies, and equipment. Budget revenues are projected for the fees collected from the programs, rentals and other potential sources. After collecting the required information, a participant recreation budget, an operating budget, and a capital budget can be generated for the upcoming year.

Potential Funding Sources

1. User Fees

Most communities are able to charge user fees to finance recreation programs on at least a break-even basis. Fees and charges are perhaps one of the best methods to cover costs. Through fees, those participating in the program or utilizing the facilities are supporting the recreational opportunities rather than using tax dollars. The fees charged for a program should cover both the direct and indirect costs of that program and preferably provide for a profit. (See the DCNR Handbook titled: "Financing Municipal Recreation and Parks" for a sample policy.)

Utilizing outside instructors to supervise these programs provides opportunities for individuals with specialized interests and talents to share them with the community, thereby, providing programs that municipal staff could not otherwise offer. For this type of programming, the instructors would receive a certain percentage, usually 70% to 80% of the program and the municipality would receive 20% to 30%.

Some programs may be planned and supervised by municipal staff. Programs offered by municipal staff can typically be offered with lower fees to program users. The benefit of using municipal staff is that a bulk of the revenue generated is put back into the parks and recreation fund.

Regardless of who instructs the program, it is suggested that a written revenue policy be developed by either the regional recreation committee or the municipal officials in each community. A written revenue policy will establish the framework needed to set program fees as well as facility rental fees.

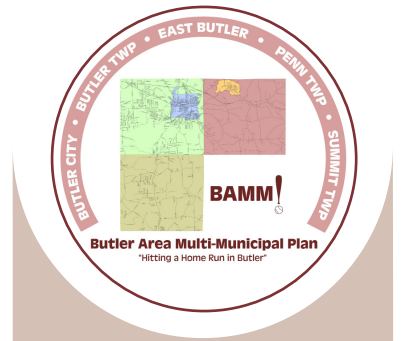
Table 10.8 provides some examples of programs that could be offered in a community center, school, church, or other indoor facility. Some of the programs may be offered outside at certain times of the year. The following program fees are based on the programs being held in a facility where there is no rental fee involved. The matrix

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further indicates the fees that could be charged for the programs, the expected number of participants, and the potential revenues that could be generated.

The information provided in this matrix is based on actual programming in other communities. Most of the instructor fees are based on a 75% - 25% split, however a few show other percentages that may be agreed upon with the instructors. Other options may also be used that could potentially increase revenues, such as paying the instructor a flat rate, using volunteers to conduct a program, or using municipal staff for the program. The important factor is the number of participants which ultimately affect the bottom line. The matrix indicates a reasonable number of participants that could be expected in that specific program. However, numbers for each program will vary from one community/region to another. A minimum number of participants should be established for each program. This will generate enough revenue to cover all costs. Sometimes it may be necessary, especially with new programs, to follow through at a break even point just to get the program started in the community/region with the hope that it will increase in numbers during the next session.

The following list is only a sample of the types of indoor programs that could be offered and the potential revenues they could generate. These programs and the information provided represent actual data from programs in other communities.

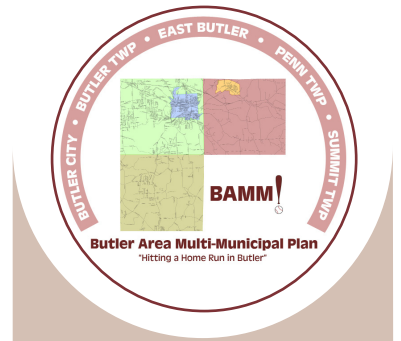


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Table 10.8 - Indoor Program Matrix

Program	Fee	Fee duration	# times offered per year	# of participants	Bulk Revenue	Direct Overhead Cost (Instructor Fees, Supplies, etc)	Overhead Cost Detail	Potential Revenue
Aikido	\$30.00	month	12	5	\$1,800.00	\$600.00	Instructor = 33% of cost	\$1,200.00
Yoga	\$65.00	8 week session	5	10	\$3,250.00	\$2,112.50	Instructor = 65% of cost	\$1,137.50
Pilates	\$89.00	12 week session	4	12	\$4,272.00	\$3,204.00	Instructor = 75% of cost	\$1,068.00
Belly Dancing	\$65.00	6 week session	6	8	\$3,120.00	\$2,340.00	Instructor = 75% of cost	\$780.00
Boot Camp	\$89.00	12 week session	5	8	\$3,560.00	\$2,670.00	Instructor = 75% of cost	\$890.00
Tia Chi	\$70.00	10 week session	4	10	\$2,800.00	\$2,100.00	Instructor = 75% of cost	\$700.00
Zumba	\$89.00	12 week session	5	20	\$8,900.00	\$6,675.00	Instructor = 75% of cost	\$2,225.00
Line Dancing	\$40.00	10 week session	5	15	\$3,000.00	\$2,250.00	Instructor = 75% of cost	\$750.00
Body Sculpting	\$72.00	12 week session	4	8	\$2,304.00	\$1,728.00	Instructor = 75% of cost	\$576.00
Core Strength	\$70.00	6 week session	6	10	\$4,200.00	\$3,150.00	Instructor = 75% of cost	\$1,050.00
Self Defense	\$55.00	8 week session	4	12	\$2,640.00	\$1,980.00	Instructor = 75% of cost	\$660.00
Formal Dance	\$45.00	8 week session	4	20	\$3,600.00	\$2,700.00	Instructor = 75% of cost	\$900.00
Karate	\$90.00	12 week session	3	15	\$4,050.00	\$3,037.00	Instructor = 75% of cost	\$1,013.00
Babysitter Class	\$50.00	1 day	2	12	\$1,200.00	\$900.00	Instructor = 75% of cost	\$300.00
Dog Obedience	\$80.00	6 week session	4	14	\$4,480.00	\$3,360.00	Instructor = 75% of cost	\$1,120.00
Computer Classes	\$45.00	3 week session	12	8	\$4,320.00	\$3,240.00	Instructor = 75% of cost	\$1,080.00
Cooking Classes	\$20.00	1 class	8	6	\$960.00	\$720.00	Instructor = 75% of cost	\$240.00
Gardening Classes	\$50.00	7	2	15	\$1,500.00	\$1,125.00	Instructor = 75% of cost	\$375.00
Wine Tasting Class	\$25.00	1 class	2	10	\$500.00	\$375.00	Instructor = 75% of cost	\$125.00
Art Classes	\$75.00	4 week session	4	6	\$1,800.00	\$1,350.00	Instructor = 75% of cost	\$450.00
SS Basketball	\$65.00	6 week session	2	20	\$2,600.00	\$1,950.00	Instructor = 75% of cost	\$650.00
CPR/AED Classes	\$25.00	1 class	2	10	\$500.00	\$400.00	\$20/student	\$100.00
First Aid Classes	\$25.00	1 class	2	10	\$500.00	\$400.00	20/student	\$100.00
Photo Classes	\$50.00	4 week session	2	6	\$600.00	\$450.00	Instructor = 75% of cost	\$150.00
Hip Hop Dance	\$40.00	8 week session	6	12	\$2,880	\$2,160	Instructor = 75% of cost	\$720.00
Preschool Dance	\$75.00	6 week session	3	10	\$2,250	\$1,687	Inst. = 75% of cost	\$563.00
Cheerleading	\$7/class	15 wk. session	3	20	\$6,300	\$4,500	\$5/ student/ class	\$1,800
Scrap-booking	\$25.00	3 week session	2	5	\$250.00	\$187.00	Instructor = 75% of cost	\$63.00
Breakfast w/ Bunny	\$5.00	One Session	1	100	\$500.00	\$300.00	Supplies	\$200.00
Breakfastw/ Santa	\$5.00	One Session	1	100	\$500.00	\$350.00	Supplies	\$150.00
							TOTAL	\$17,989.50

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The following table shows a variety of outdoor programs that could be offered at various locations and the potential revenues they could generate.

Table 10.8 - Outdoor Program Matrix

Program	Fee	Fee duration	# times offered per year	# of participants	Bulk Revenue	Direct Overhead Cost (Instructor Fees, Supplies, etc)	Overhead Cost Detail	Potential Revenue
Start Smart Baseball	\$65.00	Six Sessions	2	40	\$2,400	\$2,200	Instructor & Kit	\$200
Start Smart Sport Development	\$85.00	Six Sessions	1	20	\$1,700.00	\$1,600.00	Instructor & Kit	\$100.00
Start Smart Basketball	\$65.00	Six Sessions	2	40	\$2,400.00	\$2,200.00	Instructor & Kit	\$200.00
Start Smart Soccer	\$65.00	Six Sessions	2	40	\$2,400.00	\$2,200.00	Instructor & Kit	\$200.00
Start Smart Football	\$65.00	Six Sessions	1	20	\$1,300.00	\$1,200.00	Instructor & Kit	\$100.00
Start Smart Tennis	\$65.00	Six Sessions	1	20	\$1,300.00	\$1,200.00	Instructor & Kit	\$100.00
Summer Playground Program	\$45.00	Twelve Sessions	1	24	\$1,080.00	\$800.00	Instructor & Supplies	\$280.00
Tennis	\$45.00	Six sessions	3	8	\$1,080.00	\$800.00	Instructor	\$280.00
Deck Hockey	\$40.00	Four Sessions	2	12	\$960.00	\$720.00	Instructor	\$240.00
Flag Football	\$65.00	Six Sessions	2	50	\$6,500.00	\$4,875.00	Instructor & Supplies	\$1,625.00
Baton Twirling	\$70.00	Eight Sessions	2	8	\$1,120.00	\$840.00	Instructor	\$280.00
Fitness Camp	\$50.00	5 Sessions	6	10	\$3,000.00	\$2,250.00	Instructor	\$750.00
Junior Golf Clinic	\$70.00	Five Sessions	1	15	\$1,050.00	\$787.50	Instructor	\$262.50
Football Camp	\$185.00	Five Sessions	1	45	\$8,325.00	\$6,243.75	Instructor	\$2,081.25
Baseball Camp	\$105.00	Four Sessions	1	60	\$6,300.00	\$4,725.00	Instructor	\$1,575.00
Basketball Camp	\$110.00	Five Sessions	1	40	\$4,400.00	\$3,300.00	Instructor	\$1,100.00
Eco-Adventure Camp	\$85.00	Five Sessions	1	25	\$2,125.00	\$1,593.75	Instructor & Supplies	\$531.25
Soccer Camp	\$100.00	Five Sessions	1	40	\$4,000.00	\$3,000.00	Instructor	\$1,000.00
Lacrosse Camp	\$125.00	Five Sessions	1	20	\$2,500.00	\$1,875.00	Instructor	\$625.00
Volleyball Camp	\$75.00	Five Sessions	2	12	\$1,800.00	\$1,350.00	Instructor	\$450.00
Ultimate Sports Summer Camp	\$120.00	Five Sessions	3	75	\$27,000.00	\$20,250.00	Instructor & Supplies	\$6,750.00
							TOTAL	\$18,730.00

Many variables are involved in determining the actual revenues to be generated versus the costs to conduct the programs. The above examples provide some general guidelines and only show program fees for residents. Most municipalities charge a slightly higher non-resident fee which can increase revenues and helps offset tax dollars that are not collected from these participants. Program fees and the number of participants may vary significantly; Start Smart Basketball may only draw a small number of participants, while Start Smart Soccer may draw enough participants to offer several sessions. This does not mean that you do not offer the Start Smart Basketball; it may just mean that you need to offer it at a different time of the year. Other variables include economic conditions, in-house staffing vs. instructor staffing, materials needed, location of the program and income of area residents are some variables that should be considered when offering future programs and developing a fee schedule.



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2. Rental Revenue

This section will concentrate primarily on facilities and areas in parks that can produce revenues for the communities. The examples below provide a guideline based on charges that other communities use for their rental facilities.

Smaller Picnic Shelter: Resident \$40/day x 40 Rentals/yr = \$1600
Non Resident \$50/day x 12 Rentals/yr = \$600
\$50 Security Deposit

Medium Picnic Shelter: Resident \$50/day x 40 Rentals/yr = \$2000
Non Resident \$60/day x 12 Rentals/yr = \$720
\$50 Security Deposit

Large Pavilion: Resident \$125/day x 40 Rentals/yr = \$5,000
Non-Resident \$150/day x 12 Rentals = \$1,800
\$100 Security Deposit

Large Gazebo: Resident \$50/4 hrs x 25 = \$1,250
Non-Resident 75/4 hrs x 10 = \$750

The above figures are based on various sizes and types of structures that can be found in a park. The rental fees for these structures may vary based on the amenities available in and around the facility. The figures used above are based on renting the facilities twice a week from May through October. They may be rented more than twice a week during some time periods and less than twice during other times.

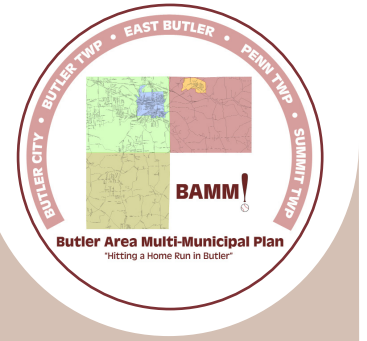
There may be more than one of each of these facilities in the park which can create additional rental and increase revenues. The construction of kitchen facilities in the shelters, a desire feature in many parks, would require higher rental rates. Electricity should be available in all shelters where feasible. Consideration should be given to using a three tier rental rate for use of the park facilities.

Additional facility rentals include:

- ❖ **Ball fields** could be rented out to adult leagues, when not in use by the associations, for anywhere from \$200 to \$800 per year per team.
- ❖ **Basketball courts** could be rented out to leagues on specified evenings each week. The fee could be anywhere from \$100 to \$500 per year/team.
- ❖ **Volleyball courts**, especially sand volleyball, can be rented out similarly for anywhere from \$100 to \$500 per year/league.
- ❖ **Tennis courts** can be rented to leagues on specified evenings for \$50 to \$200 per year/league.
- ❖ **Football/multipurpose fields** can also be rented to various groups at \$200 to \$800 per year/team.

Daily rates for each of these facilities should be set at anywhere from \$20 to \$100 per day for event groups, i.e. Ultimate Frisbee, Volleyball Tournaments, etc., that may request

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use of the facilities. Home School groups may also want to rent these facilities for their Physical Education classes. This could be a one day or a season rental.

Various instructors, i.e. baseball, football, soccer, tennis, volleyball, flag football, etc., may want to offer clinics at these facilities. They may offer one week camps or extend them over several weeks. Generally 10% to 30% of the instructor's fee per person or a minimum of \$5/per person, whichever is larger, is the revenue provided to the park.

The various associations, such as baseball, softball, football and soccer leagues using the fields should be reimbursing the park a portion of the registration fees to cover general field maintenance. This can be a flat fee (\$1,000/year), a percentage of the registration fee (10% of each registration fee), or a fee based on the number of acres used by the association (\$1000/acre/year). These fees help offset the maintenance of the fields and other facilities associated with each sport. Some or all of these fees could be offset by improvements made to the facilities by the associations.

3. Mandatory Dedication

Mandatory dedication or fees-in-lieu of can be a revenue generating opportunity that each municipality should strongly consider adopting as an ordinance in keeping with the Municipal Planning Code (MPC). A mandatory dedication ordinance requires a developer to set aside a certain amount of land, for each dwelling unit, to be reserved for recreational use within a residential development. The ordinance also allows for the payment of a fee, for each dwelling unit, in-lieu of dedicating land.

Fees collected from such an ordinance can provide a significant source of revenues toward the purchase of land, infrastructure development, purchase of recreational equipment, development of recreational facilities and/or improving existing recreational facilities within the municipality. However, it must be noted that these fees cannot be used to maintain existing facilities, purchase maintenance equipment or pay staff salaries.

A further discussion of a Mandatory Dedication, Fee In-Lieu of Ordinance is provided as a separate section later in this chapter.

4. Grant Funding

Grants are perhaps one of the best sources of funding for parks and recreation improvements. There are many grants available from various government agencies and from numerous foundations. A list of potential grant sources is provided at the end of this section.

It does take time to research the various grants and foundations, and a thorough knowledge of your project is necessary to write a grant that will be funded. It is recommended that the person responsible for writing grants attend all grant seminars and workshops that are offered in western Pennsylvania. The format of some of the grants changes yearly requiring a continual update through the workshops offered.

Grants were received by the five communities in the Butler region to complete the Multi-Municipal Comprehensive Plan, the Multi-Municipal Comprehensive Recreation, Park, and Open Space Plan, and the Master Site Plan for the Penn Township Park

These communities have received grants from various resources for park projects and

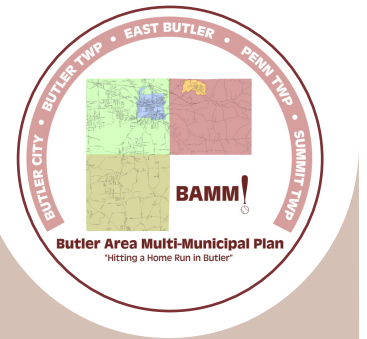
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programs, as well as other projects in each of the communities. It is recommended that the communities continue to seek grants and other alternative funding to advance recreation in the region. Currently, grant funding is very competitive. Therefore, it is imperative that matching resources are readily available and that projects be “shovel ready” with everything in place when the grant is applied for.

Grant	Description	Contact Information
Baseball Tomorrow Fund	The Baseball Tomorrow Fund, a joint initiative between Major League Baseball and the Major League Baseball Players Association, offers grants to nonprofit and tax-exempt organizations involved in youth baseball and softball programs.	www.mlb.com
Bowerman Track Renovation Program Offers Grants	Provides matching cash grants of up to \$50,000 to community-based, youth organizations that seek to refurbish or construct running tracks. The program distributes approximately \$200,000 in matching grants each year.	http://www.nike.com/nikebiz.jhtml?page=26&item=bowerman
Child and Adult Care Food Program (CACFP)	Provides meals and snacks for after school and evening youth recreation programs.	www.dot.state.pa.us
Department of Community and Economic Development – Single Application Grants	This program is designed to offer convenience and save time. The one-step online form allows you to apply simultaneously for one or more of Pennsylvania’s community and economic development financial assistance programs.	Keystone Building 400 North Street, 4 th Floor Harrisburg, PA 17120-0225 1-800-379-7448 www.inventpa.com (select single application from “Find Specific Initiatives and Programs”)
Department of Conservation and Natural Resources –Community Conservation Program	Whether it’s rehabilitating a community athletic field, building a safer playground, preparing a watershed or greenways plan, developing an abandoned rail corridor or protecting a critical natural or open space area, this program has grants to meet local recreation and conservation needs.	Kathy Frankel 1405 State Office Building 300 Liberty Avenue Pittsburgh, PA 15222 412-880-0486, 412-565-2635 (fax) kfrankel@state.pa.us www.dcnr.state.pa.us
Department of Conservation and Natural Resources – Growing Greener Program	These funds augment the Community Conservation Partnership grants. The money will be allocated over several existing grant programs to help communities and organizations meet their conservation and recreation goals.	Kathy Frankel 1405 State Office Building 300 Liberty Avenue Pittsburgh, PA 15222 412-880-0486, 412-565-2635 (fax) kfrankel@state.pa.us www.dcnr.state.pa.us
The Eberly Foundation	Grants are awarded for projects related to youth, community arts, historical, sports and camps, miscellaneous, or economic development. Submit requests in letter format at any time.	610 National City Bank Building Downtown Station PO Box 2023 Uniontown, PA 15401 724-438-3789
Federal Grants Clearinghouse	Provides information on hundreds of federal grants that can be used to support youth recreation programs.	www.afterschool.gov
International Society of Arboriculture	Information to assist with landscaping/tree plantings	http://www.isa-arbor.org



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Laurel Foundation	Grants are awarded for youth, families, seniors, disabled, community arts, historical, conservation and ecology, sports and camps, or miscellaneous projects. No call is needed to discuss feasibility.	Laurel Foundation Two Gateway Center Suite 1800 Pittsburgh, PA 15222. 412-765-240
Local Government Academy	Serving all of Southwestern Pennsylvania, the Local Government Academy's purpose is to promote excellence in government by providing educational opportunities to assist public officials, employees, and citizens in effectively meeting the needs of their communities.	800 Allegheny Avenue, Suite 402 Pittsburgh, PA 15233 412-237-3171, 412-237-3139 (fax)
NFL Community Football Fields Program	Provides grants of up to \$100,000 for capital improvement projects to improve or create football fields in low and moderate –income neighborhoods.	212-455-9881
NFL Youth Football Fund	Provides grants of \$500 to \$2,500 to purchase equipment, repair fields, establish new football programs, and improve existing programs.	www.nrpa.org
National Gardening Association Youth Garden Grants	Provides grants of over \$750 for seeds, tools and gardening supplies for children to learn and work in outdoor gardens.	www.kidsgardening.com/grants.asp
National Fish and Wildlife Foundation	Provides grants for conservation and environmental education projects.	www.nfwf.org
Pennsylvania Council on the Arts		www.artsnet.org/pca/pca.html
Pennsylvania Humanities Council		www.pahumanities.org
Pennsylvania Recreation and Park Society (PRPS) RecTAP Program	Provides technical assistance grants of up to \$1,500 to help recreation and park boards and departments with specific issues. No matching funds are required.	www.prps.org
Target Stores and Tiger Woods Foundation	Provides Start Something Scholarships for youth to use for summer camps, music lessons, sports entertainment, travel expenses, and so on. Programs enrollment forms are available at Target Stores.	www.startsomething.target.com/info/index.asp
U.S. Department of Agriculture Summer Food Service Program (SFSP)	Provides funding for breakfast, lunch, and snacks for children ages 18 and under at summer playgrounds, camps, and other recreation programs.	www.frac.org
U.S. Department of Education	Provides information on grants to apply for in cooperation with school districts.	www.ed.gov/funding.html
U.S. Department of Health and Human Services	Provides information on available grants that can be used to fund recreation programs that improve health.	www.hhs.gov/agencies/grants.html
U.S. Department of Justice	Provides information on crime and violence prevention grants that can be used to support recreation programs.	www.oip.usdoj.gov/fundopps.htm
UPS Foundation Community Investment Grants	Allocates dollars to UPS region offices to invest in their communities.	www.ups.com
U.S. Soccer Foundation	The goal of the grantmaking program is to focus funding on those programs or projects that develop players, referees, and coaches with special emphasis on the economically disadvantaged in urban areas. The foundation's grants program is open to anyone with a soccer-specific program or project that benefits a not-for-profit purpose.	www.ussoccerfoundation.org



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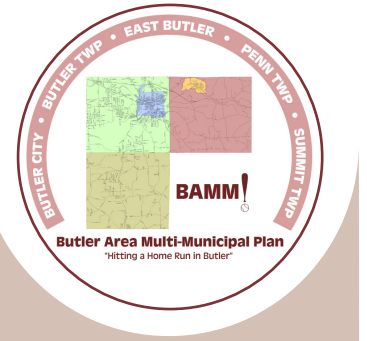
Western Pennsylvania Field Institute	The Western Pennsylvania Field Institute is a not-for-profit organization dedicated to making the outdoor recreation community a vibrant centerpiece of this region.	304 Forbes Ave, 2 nd floor Pittsburgh, PA 15222 412-255-0564
Western Pennsylvania Watershed Protection Program	Provides funding matches for the preservation and restoration of water resources and watersheds.	John Dawes 814-669-4847
Woman's Sports Foundation – GoGirl Grant Program	The GoGirlGo! Grant and Education Program is dedicated to the development and funding of girls' sports/physical activity programs that combine athletic instruction and programming with the delivery of educational information aimed at reducing risk behaviors.	www.womanssportsfoundation.org
Mantis Awards for Community & Youth Gardens		www.kidsgardening.com/grants/mantis.asp
National Tree Trust		www.nationaltreetrust.com
Pennsylvania Conservation Corp		www.dli.state.pa.us
NRG Outdoors		www.nrgoutdoors.org
NEA Funds Learning in the Arts for Children		www.arts.gov/grants/apply/GAP09?LITA.html
No Child Left Inside Act		www.cbf.org/site
After School Archery Program		www.afterschoolarchery.com
Saucony Run for Good		www.sauconyrunforgood.com
Hooked on Hydroponics		www.kidsgardening.com/grants/HOH.asp
Healthy Sprouts Awards		www.kidsgardening.com/grants/healthysprouts.asp
Youth Garden Grants Program		www.kidsgardening.com/YGG.asp
US Dept. of Education		www.ed.gov/nclb/landing.jhtml?src=pb
For the Good of the Game		www.usga.org
21st Century Community Learning Program		www.ed.gov/21stcclc

Source of above information:

Financing Municipal Recreation and Parks, Susan E. Landes, CPRP

Pennsylvania Department of Conservation and Natural Resources, Bureau of Recreation and Conservation. In partnership with the Pennsylvania Recreation and Park Society, 2005

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5. Sponsorships and Donations

Sponsorships are another excellent way to obtain additional monetary funds to enhance programs for the Butler area. It does take some time and effort to develop a quality brochure that readily explains the program they will be sponsoring, the benefits of sponsoring the program, the visibility of their sponsorship, and how it will improve their image.

Obtaining business sponsorships can be easy if you are well prepared to sell the opportunity to the business. Many businesses look for an opportunity to have their business name in front of people, get involved in the community and create a positive image. In order to obtain these sponsorships an enticing program must be put together, in a professional manner, and properly presented. Some businesses will buy into this at a high level right away, while others will start at a lower funding level and increase to higher levels as they see the benefits paying off. Therefore, you must continually improve your efforts and show the businesses the value derived from sponsoring your events.

Seeking donations is a part of almost every recreation department's responsibilities. It can be time consuming, but it can also be rewarding. Whether it is monetary donations, gifts, supplies, or some other type of donation, it provides additional value to the program. Sponsorships are also a benefit to the businesses by providing a tax advantage and providing a positive public image. Seeking donations will always be a part of recreation; however, by utilizing volunteers, and the municipal recreation board to help locate donations, staff can devote more time to other more productive areas.

6. Fund Raising

Fund raising is another form of donated services that can generate additional funds for projects or programs. Do not think small when planning a fund raising project. There are many different types of fundraisers to consider. So, it must first be determined what is to be accomplished and what will work in your specific community. The fundraiser will take considerable time and planning to be successful, but it can be very rewarding by providing a community event and generating money for the department.

A "Friends of the Park" is an organization that can be formed to help generate revenues and provide additional volunteers in order to spearhead fundraising and donation efforts. As a 501-C3 organization, they can seek tax deductible contributions. They can raise money for all aspects of recreation that is deposited into an individual bank account and earmarked for specific expenses. As a non-profit organization, a Friend group can avoid much of the red tape that often is entailed with government affairs, ultimately allowing things to happen more quickly. It is advantageous to develop such an organization, but it does take some time and funds to initially establish the organization.

Butler Township has a desire to develop a "Friends of the Park" organization. The City of Butler has an interested group that has been working to raise funds to do something with the pool in Butler Memorial Park. Another group called "Mom's for Change" has also been raising money for the City of Butler to improve the playground structures at the South Hills Playground. East Butler Borough's Baseball Association is basically a Friend to the East Butler Baseball Complex in that they provide the funds to maintain this facility. Penn Township should consider creating a Friends of Harcrest Park in order to establish a tax deductible entity to receive donations toward the development of this new park facility.



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7. Foundations

Foundations are another source of funding that may provide additional resources for parks and recreation. Many foundations establish specific types of projects they will fund, and specified locations as to where the project must be located. There are generally four types of foundations: (1) private family foundations; (2) community foundations; (3) national foundations; and (4) operating foundations. (Parts of the above information was taken from Financing Municipal Recreation and Parks 2005 by Susan E. Landis)

SPARK (Sports Play and Active Recreation for Kids) is a Highmark Healthy High 5 program and an example of a local foundation that partners with recreation departments to offer fitness programs. Grants to purchase equipment used to run a SPARK program are available. Visit www.paspark.com for additional information. This is a high quality program that provides staff training and one of the few areas that funds can be obtained to purchase equipment.

The Grable Foundation is an example of a family foundation in the southwestern Pennsylvania area. Their mission is "To help children and youth to become independent, caring, contributing members of society by supporting programs critical to a child's development". They focus on improving educational opportunities so that children can achieve their potential; supporting community efforts that create an environment in which children can succeed, and strengthening families so they can serve as the core support of children and society. The Grable Foundation has been very active in providing funding in the Pittsburgh area.

These are just two of many foundations in southwestern Pennsylvania with similar missions. The following provides a list of just some of the potential foundations:

Southwestern Pennsylvania Foundations

Southwestern Pennsylvania consists of the following counties: Allegheny, Armstrong, Beaver, Bedford, Blair, Butler, Cambria, Fayette, Greene, Indiana, Lawrence, Somerset, Washington, and Westmoreland.

Allegheny Teledyne, Inc. Charitable Trust

c/o Allegheny Teledyne Inc.
1000 Six PPG Place
Pittsburgh, PA 15222
412-394-2836
www.scaife.com

Mostly local, PA. Giving for projects related to youth, disabled, community arts, historical, or sports and camps. Letter form requests with a maximum of 2 pages may be submitted at any time. Include IRS tax-exempt document. Trustees meet in January, April, July, and October to award grants.

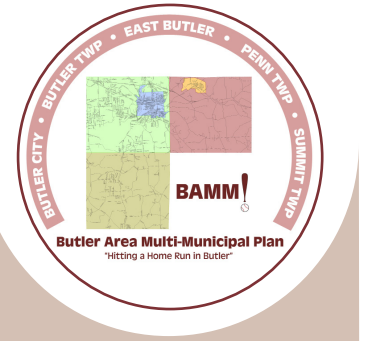
Bayer Foundation

c/o Bayer Corporation
100 Bayer Rd., Building 4
Pittsburgh, PA 15205
412-777-5791
www.bayerus.com/community/charity/index.html

About one-half local/PA. Giving for projects related to youth, disabled, seniors, community arts, historical, sports and camps, or economic development.

Full proposal may be submitted at anytime. Deadlines are 3/15 and 9/15.

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Consolidated Natural Gas Co. Foundation

c/o Consolidated Natural Gas Co.
CNG Tower, 625 Liberty Ave.
Pittsburgh, PA 15222
412-227-1185

Most giving focuses on corporate operating locations (Allegheny, Armstrong, Blair, Butler, Cambria, Crawford, Fayette, Franklin, Indiana, Tioga, and Westmoreland counties). Grants are awarded to projects related to youth, disabled, seniors, community arts, historical, or sports and camps. Submit request by letter at anytime. No later than September 1 deadline. Include a brief description; purpose of grant; and amount requested.

Crawford Estate Trust Fund

214 Masonic Building
522 Walnut St, PO Box 487
McKeesport, PA 15134
412-672-6670 or 412-751-2559

Most giving to Allegheny County for projects related to youth, disabled, seniors, historical, or conservation and ecology.

Submit requests at anytime except June or December. Follow Common Grant Application Format of Grantmakers of Western Pa. Call foundation for a formal application form.

The Eberly Foundation

610 National City Bank Building
Downtown Station PO Box 2023
Uniontown, PA 15401
724-438-3789

Grants are awarded for projects related to youth, community arts, historical, sports and camps, miscellaneous, or economic development.

Submit requests in letter format at any time.

Fugh (Clarence S. & Margaret E.) Foundation

c/o National City Bank of Pa.
National City Center, 20 Stanwix St.
Pittsburgh, PA 15222
412-644-8002

Grants awarded to local charities in Etna and Sharpsburg. Call the foundation first to check feasibility. Projects should be related to youth, conservation and ecology, or miscellaneous.

Requests should be submitted in November/December. Grants are awarded at a January meeting.

The Grable Foundation

240 Centre City Tower
650 Smithfield St.
Pittsburgh, PA 15222
412-471-4550

Projects awarded for youth, disabled, families, seniors, community arts, historical, or camps and sport projects.

Grants awarded in February, June and October. Use the Common Grant Application Format of Grantmakers of Western Pa as formal application.

Heinz (Howard) Endowment

30 CNG Tower
625 Liberty Ave.
Pittsburgh, PA 15222
412-281-5777 or 412-391-1040

www.heinz.org

Send a letter of inquiry before formal application. Projects must relate to families, youth, disabled, community arts, historical, or sports and camps.



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The Hoyt Foundation

c/o First Western Bancorp, Inc.
101 East Washington St.
New Castle, PA 16101
724-652-8550 x173

Grants are awarded for Lawrence County Only for projects related to family, youth, disabled, historical, or miscellaneous. Call first to determine the feasibility of submitting an application.

Laurel Foundation

Two Gateway Center
Suite 1800
Pittsburgh, PA 15222.
412-765-2400

Grants are awarded for youth, families, seniors, disabled, community arts, historical, conservation and ecology, sports and camps, or miscellaneous projects.

No call is needed to discuss feasibility.

McCune Foundation

Suite 750
6 PPG Place
Pittsburgh, PA 15222
412-644-8779

Send letter of inquiry to Executive Director, 2 pages maximum.

Grants awarded for youth, families, seniors, disabled, community arts, historical, sports and camps, or miscellaneous projects.

Other Potential Sources

Community Services Block Grant (Administration for Children and Families)

Public entities, including recreation and parks, can be partners in this block grant program. For more information, go to: www.acf.dhhs.gov/programs/ocs/csbg/index.htm or call (202) 401-9344.

Common Grant Application Format (Sponsored by Grantmakers of Western Pennsylvania)Contact:

Grantmakers of Western PA
650 Smithfield St., Suite 210
Pittsburgh, PA 15222
(412) 471-6488
Fax: (412) 232-3115
Email: info@gwp.org

Website: <http://web.gwpa.org:4600/grantmakers/Website.grantmakers.home>

The Grantmakers of Western PA provide the materials needed to apply for many grants geared toward foundations in the western part of Pennsylvania. Visit their website for links to the common grant application and details on writing your grant application.

Youth Sports Grants

Finish Line Youth Foundation

Established in October of 1998, the Finish Line Youth Foundation encourages Sport.Life.Style in America's youth. Finish Line believes providing funding and assistance for education, sports and exercise will consistently propel kids in the right direction. These athletic and wellness programs place importance on living a healthy lifestyle, bolstering their confidence and leadership skills, and teaching them the importance of teamwork. Finish Line Youth Foundation strives to enrich the communities in which it operates.

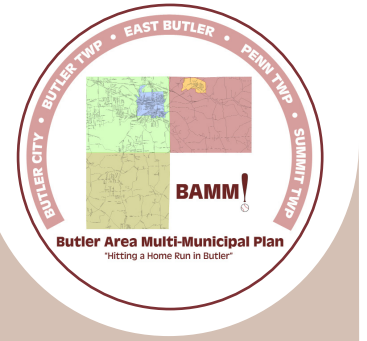
http://www.finishline.com/store/corporate_info/youthfoundation.jsp

General Mills Foundation

Specifically geared towards programming related to nutrition and fitness. Great information on past grant recipients.

<http://www.generalmills.com/corporate/commitment/champions.aspx>

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Healthy Youth Funding Resources

Link takes you directly to funding available for Pennsylvania.
<http://apps.nccd.cdc.gov/HYFund/list.asp>

LPGA*USGA Girls Golf Program

The program provides the opportunity to develop skills, progress in golf and have fun while establishing a life-long interest in the game. There is also a matching grants program, funded by the USGA, that is available to help with the costs associated with additional programming. The funds can be used for equipment, instruction, course and driving range access and the national registration fee (per girl \$10). Click on this link for more information.
http://www.lpga.com/content_3.aspx?mid=7&pid=8

NFL Grassroots program

The goal of the NFL Grassroots Program is to provide non-profit, neighborhood-based organizations with financial and technical assistance to improve the quality, safety, and accessibility of local football fields.
<http://www.lisc.org/whatwedo/programs/nfl/rfp.shtml>

Nike

Grants in various categories from cash grants to track renovation.
<http://www.nike.com/nikebiz/nikebiz.jhtml?page=26>

USGA Tee Level Clinic Matching Grant from Hook a Kid on Golf

The USGA provides matching grants to the National Alliance for Youth Sports program Hook a Kid on Golf. You must be a participating Hook a Kid on Golf site. To participate in Hook a Kid on Golf, go to their website or call. Upon registration ask about the grant program.
www.hookakidongolf.org
1-800-729-2057

US Soccer Foundation

Construction, coach and player development, and field improvements are the main focus areas.
http://www.ussoccerfoundation.org/site/c.gpLPJQOpHkE/b.879945/k.A80B/Grants_Overview.htm

USTA Adopt-a-Court Grant Program

<http://www.usta.com/communitytennis/custom.sps?iType=950&icustompageid=2520>
For courts in desperate need of repair with limited resources. Early May Deadline.

Women's Sport Foundation

GoGirlGo! Campaign to maximize the use of sport/physical activity as an educational intervention and social asset in order to enhance the wellness of girls as they navigate between childhood and early womanhood.
<http://www.womensportfoundation.org/cgi-bin/iowa/funding/featured.html?record=30>

Resources

Keys to Successful Funding: A Small Community Guide to Federal and Foundation Resources
444N. Capital St. NW
Suite 397
Washington, DC 20001
Phone: 202-624-3550
FAX: 202- 624-3554
ncsc@sso.org
www.smallcommunities.org



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Mandatory Dedication

Mandatory dedication of land is an extremely effective method which a municipality can implement to assist in funding park and open space projects. As a municipality develops, the need for additional open space and/or the development of existing parks will be imminent.

To help meet those needs, it is important to go to those responsible for the growth: the developers. The Pennsylvania Municipalities Planning Code (MPC) Act 170 Section 503 (11) provides special direct authority for a municipality to require a developer to dedicate land to the public that is suitable for intended park and recreation purposes. The MPC also allows for flexibility in the dedication of recreation lands. A developer can pay a fee in-lieu of dedicating land in accordance with a set payment schedule with all funds designated specifically for the development and improvement of recreational facilities within the municipality. The fee paid must be based on each dwelling unit built, i.e. a set fee is paid for each dwelling unit built within a development.

The fees collected can provide a significant amount of revenues toward purchasing land, providing infrastructure, purchasing recreational equipment, or improving existing facilities. These fees cannot be used to maintain existing facilities or to purchase maintenance equipment.

Once in place, this ordinance can be an effective tool. However, the municipality must take action to ensure that the current mandatory dedication/fee in-lieu of ordinance, and the long-term administration of the ordinance, is in compliance with the requirements of the MPC.

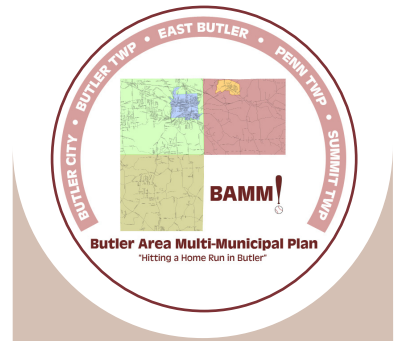
The development of this document is the first step in evaluating present services and facilities, planning for new growth and implementing a mandatory dedication ordinance that will work for the municipality. Under the current statute for park or recreation purposes, if the applicant and municipality agree, a municipality may accept from the developer:

1. Payment of fees in-lieu of dedication of land
2. The construction of recreational facilities
3. Private reservation of land
4. A combination of the above

Through the development of the ordinance, certain legal obligations are imposed on the municipality in order to use these provisions. In order to successfully implement a mandatory dedication ordinance the following components are needed:

1. Standards must be identified. The ordinance must contain definite standard for determining the proportion of a development to be dedicated or the amount of fee to be paid in-lieu of land dedication.
2. Accessibility to the development. The land or fees, or combination thereof, are to be used only for the purpose of providing park or recreational facilities accessible to the development.
3. Formally adopted recreation plan. The governing body must have a formally adopted recreation plan and the required park and recreational facilities must be in accordance with defined principles and standards contained in the

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subdivision and land development ordinance (SALDO).

4. Reasonable relationship. The amount and location of the land to be dedicated or the fees to be paid shall bear a reasonable relationship to the use of the park and recreational facilities by future inhabitants of the development or subdivision.
5. Interest-bearing account. A fee authorized under this subsection shall, upon its receipt by a municipality, be deposited in an interest-bearing account, clearly identifying the specific recreation facilities for which the fee was received. Interest earned on such accounts shall become funds of that account. Funds from such accounts shall be expended only in properly allocable portions of the cost incurred to construct the specific recreation facilities for which the funds were collected.
6. Refund of fees. The municipality must refund the fee plus interest upon the request of any persons who paid a fee if the municipality has failed to utilize the fee for the purposes it was paid within a period of three years from the date the fee was paid.
7. No municipality shall have the power to require the construction of recreational facilities or the dedication of land, or fees in lieu of, or private reservation except as may be provided by statute.

A Park and Recreation Committee, Planning Commission, municipal staff and the municipal governing body (Supervisors, Council, Commissioners, etc.) should periodically hold a joint meeting to assure coordination of recreation needs with the implementation of provisions of the subdivision and land development administrative process. As a municipality grows and park and recreation staff is hired, they too should be involved with the review of new subdivision applications. This will ensure that dedicated land meets the ordinance requirements or that the fees collected can properly be designated.

At this time none of the communities involved with the BAMM Plan have a mandatory dedication, fee in-lieu of ordinance. The creation and implementation of such an ordinance is a recommendation of this plan and each community is urged to do so. Further, once an ordinance is established, it is recommended that each municipality periodically review the ordinance to ensure compliance with the MPC. In addition, the periodic review of the ordinance will allow the municipalities to make administrative changes in response to the changing recreation needs of the municipality as well as review the designated fee to ensure that the fee remains current and competitive with State averages.

For further discussion and information regarding the Mandatory dedication and Fees- In-Lieu of Ordinances, please reference Public Dedication of Land and Fee-in-Lieu for Parks and Recreation as available on-line at: <http://www.dcnr.state.pa.us/brc/publications>. Additional information can be found on-line at: www.conserveland.org.



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Butler Area Financing Analysis and Recommendations

Butler Township has been financing parks and recreation in the Township for many years. The Township needs to continue this financing and consider additional funding to further improve their existing recreation facilities. The Township should complete a master site plan for Butler Township Park and the Preston property. After completion of the master site plan, the Township should submit a grant to begin development of the first phase of their park as referenced in the proposed master site plan. The park development fund that the Township builds on through park generated revenues is an excellent way to ensure future park development and to have funds readily available for grant projects.

The **City of Butler** has been financing recreation for many years through their parks and, at one time, through a part time recreation director. With the City facing financial issues, funding for recreation has seen a dramatic decrease over the past 20 years. The City does continue to maintain the parks through their parks and public properties department. It is recommended that this department continue to maintain the parks and not be combined with any other departments. If this would occur, the parks will see less maintenance than is currently provided, which will create further liability issues. The City did bring back the summer playground program at three sites. This is a good start in the right direction for improving recreational opportunities for the residents. It is recommended that the City increases funding for both park maintenance and programming. This will pay great dividends by lowering crime, generating economic benefits, and improving the quality of life.

East Butler Borough has provided funding to maintain their parks for many years. Although there are only three parks in the Borough, they have been an asset to the Borough. Partnering with the baseball association, the Borough has been able to provide a quality baseball complex for the youth of the area. Through a DCNR Small Community grant, the Borough has developed the small park area behind the VFD into a very nice recreation site. It is recommended that the Borough continue to support parks and recreation in the community and seek funding to improve the park facilities at the Fifth Street and Broadway Avenue Parklet.

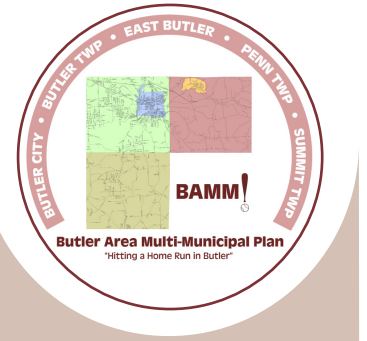
Penn Township has financially supported recreation in the Township primarily at Renfrew Park, but more recently through the purchase and master site planning of Harcrest Park. It is recommended that Penn Township continue this support for recreation especially by following through with the phased development of Harcrest Park. The Township should also be aware of other potential properties that may be acquired for additional park space in the Township.

Summit Township purchased a 10 acre site that should be master site planned for recreation space. Besides this site, the Township should look for other opportunities to acquire additional land for future park areas.

Each of these municipalities should be part of a coordinated partnership to hire a regional recreation director to plan, organize and supervise recreation programming in the Butler region. Once this is in place, each municipality should consider utilizing their municipal building at, various times, for certain small programs planned by the director. This will ensure program opportunities for the residents of each community.

Consideration should be given to developing a user fee system for the Butler area that

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would be compatible with the income of the area residents. Perhaps a scholarship fund with guidelines could be developed to help those individuals that cannot afford to participate in the programs.

Recreation budgeting for each community should be broken into two specific sections: (1) **Participant Recreation**, which covers everything dealing with programming, and (2) **Parks**, which covers everything concerning the maintenance and development of the parks. This will provide more accurate information concerning all aspects of parks and allow for greater detail in projecting budget needs for future development and maintenance of park areas and facilities in each community. The section on participant recreation budgeting should cover recreation programs and events and should be sub-coded for each program offered. This will provide easy access to detailed information concerning revenues and expenditures for each program offered. Both the participant recreation section and the parks section of the budget should be broken down into more detailed line items. This would provide greater information and insight into the expenditures and revenues. It may be a little more work initially, but it will provide a greater understanding of the overall budget and make each year's budget process easier. (See Appendix BB – Budget Sample)

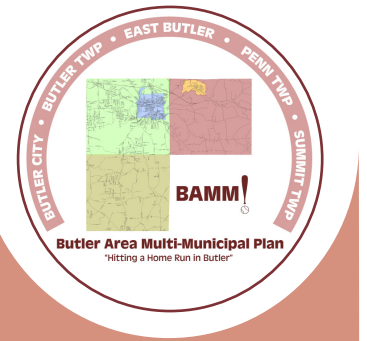
A capital budget should be incorporated into the overall budgeting process. The capital budget should include four distinct line items: (1) Capital purchases for participant recreation; (2) Capital purchases for parks; (3) Capital equipment purchases; and (4) Capital park projects. Currently, none of the communities have a capital budget.

Once a Butler Region Recreation Board is established, it should develop a written revenue policy that would establish a framework for setting fees and charges for both programs. Once each community creates their own formal Parks and Recreation Committee, they should also establish a framework for setting fees and charges for use of their facilities. Since these fees and charges will generate revenues, an established policy will provide the guidelines concerning the expenditures of these revenues.

The Butler area should continue to expand the utilization of revenue generating resource opportunities including rentals, field usage fees, grants, foundations, etc.

Each municipality should adopt an ordinance for mandatory dedication or fee-in-lieu of. This should be adopted as a regional initiative, but could be done on an individual basis. As the communities have significant differences, especially concerning future build out capacities. Regardless of the approach, there should be coordination on certain aspects.

Recommendations and Implementation Strategies



The goals and objectives identified for the Butler Area Multi-Municipal Comprehensive Recreation, Park and Open Space Plan are a direct result of the information collected during the public input process, facilities inventory and municipal analysis process. These items represent the recommendations of this planning process.

Building on the information gathered through the data collection processes, the study committee developed a broad list of goals and objectives for each of the major topic areas of this plan; Partnerships, Programs, Finance, Publicity, Facilities and Open Space, and Staffing. Periodically through the planning process, the list of objectives was reviewed, discussed and revised to reflect the most current findings of the planning team and study committee. Near the end of the planning process, the study committee was asked to rank the list of objectives in order of the apparent priority or need of implementation. The study committee was asked to rank these items on a scale of 1 to 3, with 1 being a high priority (with need to implement within 1 to 4 years time), 2 as a medium priority (implementation within 5 to 10 years) and 3 a low priority (implementation as needed or beyond 10 years).

The prioritized list of objectives, provided below, should be used as a guide for the completion of projects in a logical and timely order. Although this offers a chronological approach to implementation, it must be stressed that the prioritized list is only a guide and should not be viewed as a ridged set of guidelines. Rather, this list must be viewed with some degree of flexibility which can accommodate unforeseen circumstances which may occur in the future. By this, it is meant that, should something arise that is either not covered by the plan or does not occur in sequence with the plan that the plan should not be conceived of as limiting the ability of a municipality to adjust to or take advantage of the circumstance at hand.

The following pages outline the specific goals and objectives. Please note that the right hand column provides the priority of each objective as listed per goal. Following the list of goals and objectives is a table that provides an easy to follow list of objectives categorized by the implementation sequence of High, Medium and Low priority.

Goals and Objectives

Develop a comprehensive network of safe bicycle and pedestrian access routes in the greater Butler area.

	Objective	Priority
A	Prepare an Open Space and Greenways plan for the greater Butler Area. This plan will identify the location(s) for trail development and designated bicycle and pedestrian routes.	High
B	Develop a variety of non-motorized multi-use trails in existing parks.	High
C	Develop non-motorized multi-use trails connecting parks, neighborhoods and schools.	Medium
D	Develop non-motorized multi-use trails along key commercial corridors.	Medium
E	Work with PennDot on future road improvement projects to develop walking and biking lanes along existing roadways.	High
F	Update municipal planning regulations to require the accommodation of walking and bicycle routes in all new developments.	High
G	Update municipal planning regulations to require sidewalks in all new developments.	High
H	Negotiate/require the dedication of rights-of-way, for trail development, in all new developments and all redevelopment projects.	High
I	Work with the Butler Freeport Community Tail Association to develop adequate parking areas at existing and proposed trail heads.	Medium
J	Penn Township – Develop a multi-use shared roadway trail along Airport and Three Degree Road to link the Township Building, Succop Conservancy, County Airport, Penn Christian Academy and Harcrest Park.	Medium



Recommendations and Implementation Strategies

K	Butler Township – Develop a trail along Eberhart Road to connect the Township Building with the Preston Property. This will allow for the development of a trail connection through the Preston Property and Butler Township Park property that will connect to the Highfield Baseball facilities.	Medium
L	City of Butler – Develop designated trails to link the Butler Freeport Trail to community recreation resources, parks, school facilities and Alameda Park.	Medium
M	City of Butler – Develop a trail to connect Memorial Park with Alameda Park.	Medium

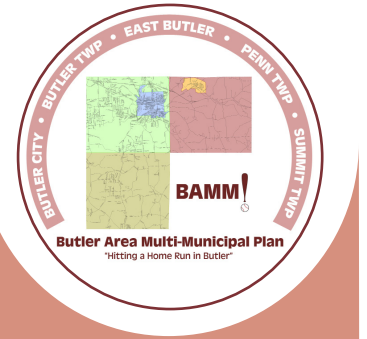
Develop a unified and cohesive method to publicize existing recreation facilities, recreation programs and general recreational opportunities in the greater Butler area.

	Objective	Priority
A	Develop a publicity package aimed at promoting what is already here.	Medium
B	Work closely with the County Agencies to take advantage of the existing resource base in an effort to market what is here.	High
C	Develop a marketing scheme aimed at attracting new residents into the community by promoting the quality of life factors associated with the recreational resources of the community.	Medium
D	Link existing recreation provider websites (County departments, municipalities and private recreation providers) in order to create a network of common interests.	High
E	Develop and maintain a joint municipal website to advertise existing parks and recreational facilities as well as programs being offered in the community.	Medium
F	Promote the greater Butler area as a regional recreation destination.	Low
G	Develop a multi-municipal parks and recreation newsletter to advertise programs, park facilities and community event.	Low
H	Develop a public relations/marketing plan.	Low
I	Develop a logo for the proposed multi-municipal recreation organization.	Low
J	Develop an email database as a method of sending alerts, updates and/or e-newsletters to residents and users.	Medium

Develop partnerships among municipalities, local organizations and recreation providers to foster a culture of open communication and collaboration.

	Objective	Priority
A	Butler City, Butler Township, East Butler Borough, Penn Township and Summit Township will work together in a joint partnership to advance recreational opportunities in the greater Butler area.	High
B	Establish a multi-municipal recreation board for the greater Butler area.	High
C	Work closely with the Butler County Parks and Recreation Department staff to build programs and share facilities.	High
D	Work closely with the County Tourism Agency to market what is here.	Low
E	Create a resource for shared knowledge and coordination of recreational programming between municipalities and community based groups.	Medium
F	Work closely with the schools to share facilities.	Medium
G	Develop partnerships with athletic associations, scouting groups, churches, businesses, private recreation providers and other public recreation providers.	Medium
H	Develop relationships with local media outlets to aid in marketing efforts.	Low

Recommendations and Implementation Strategies



Maintain all municipal recreation facilities to the highest level of acceptable standards to ensure clean, safe and aesthetically pleasing facilities.

	Objective	Priority
A	Each municipality participating in a multi-municipal recreation programming association will retain the responsibility for maintenance of their respective municipal facilities. Staffing will be critical to ensure facilities are maintained to the appropriate levels.	High
B	Each municipality must establish an appropriately sized budget specifically for the maintenance of the recreation facility.	High
C	Each municipality must develop a facilities maintenance program that includes protocol for routine inspections, damage reporting and all standard maintenance items.	High
D	Develop a proactive and reactive park maintenance manual.	Low
E	Educate all park and recreation staff in the use of CPR and AED (Auto Electronic Defibrillator)	High

Develop a plan to ensure the long-term financial sustainability for the operation, maintenance and development of parks, recreational facilities and programs.

	Objective	Priority
A	Increase funding directed toward parks, recreational programs and trails/greenways.	High
B	Implement a mandatory dedication/fee in-lieu of ordinance in each community.	High
C	Create funding mechanism and "rainy day funds" for the acquisition, development and maintenance of facilities.	Medium
D	Design, develop and operate facilities to be financially sustainable.	High
E	Design and develop recreational programs to be financially sustainable through user fees, sponsorship and donations.	High
F	Pursue all grant opportunities available for the development and acquisition of park facilities and programs.	High
G	Develop relationships with potential sponsors and foundations in order to support recreational opportunities within the community.	Medium
H	Establish a protocol/mechanism for the acquisition and/or appropriation of land for parks and open space.	Low
I	Develop a budget item for recreation programming.	High
J	Create separate line items for expenditures and revenues for each recreational program.	Medium
K	Evaluate mandatory dedication policies every five years to ensure the adequacy of the policy language and fee.	Medium
L	Develop a written revenue policy for facilities and programs	Low
M	Develop a capital improvements budget for parks.	Medium
N	Establish a "Friends of the Parks" organization (a non-profit 501.C.3) in each community to aid in the handling of financial donations for parks and recreation.	Medium

Preserve open space areas that contain features of natural and/or cultural significance.

	Objective	Priority
A	Promote the preservation of valuable open space through the encouragement of tax based and development rights based landowner incentives.	High
B	Municipalities must be vigilant for potential land acquisition opportunities as a means of preserving valuable open space areas.	Medium
C	Promote the preservation of steep hillsides, streams and waterways and other environmentally sensitive areas.	High
D	Develop greenway corridors	Low
E	Protect the quality of streams and riparian corridors.	Medium
F	Develop an invasive species management plan and implement plan within parks and open spaces.	Low

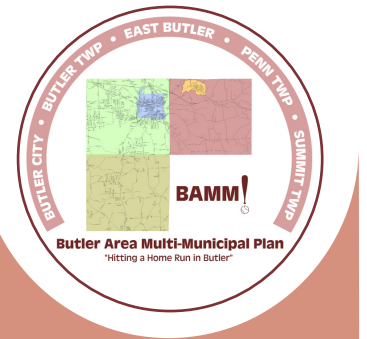


Recommendations and Implementation Strategies

Develop and maintain clean, safe and well designed facilities that meet the needs of all users in the community.

	Objective	Priority
A	All communities must focus on improving existing park facilities.	High
B	Penn Township – implement the master plan for Harcrest Park.	High
C	Penn Township – develop a master site plan for the 12 acres of land at the existing municipal building.	Low
D	Butler Township – prepare master plans for Butler Township Park and the Preston estate property.	High
E	Butler Township - Explore the opportunity to link Butler Township Park to Highfield in order to create a large recreation area/open space network.	Medium
F	Summit Township – Develop the existing 10 acre parcel on Bonniebrook Road and line park with the Butler-Freeport trail via a walking/bicycle path. Potential improvements to include: pavilions, restrooms, playground, parking area, horseshoes, bocce, and/or volleyball.	High
G	Summit Township – Work with the Herman Volunteer Fire Department to develop recreational uses on the Department’s property behind the existing building and parking area.	Low
H	City of Butler – implement the master plans for Memorial Park and Father Marinaro Park as prepared in the 2005 master site plans.	High
I	City of Butler – Develop a splash park at Memorial Park in-lieu of a pool.	High
J	City of Butler – Expand the skate park at Father Marinaro Park into a skate plaza.	Low
K	East Butler Borough – develop a master plan for the parklet at the corner of Broad Street and 5 th Avenue.	High
L	<p>Park improvements to include:</p> <ul style="list-style-type: none"> i. Walking trails ii. Nature trails iii. Bike trails iv. Hiking trails v. Restrooms vi. Sledding areas vii. Environmental education areas viii. Picnic areas/shelters ix. Playgrounds x. Outdoor amphitheater xi. Natural areas xii. Swimming 	High/ Medium
M	Future park improvements must plan for a diversity of facilities in order to appeal to a wider variety of users.	Medium/ Low
N	<p>Municipalities shall be vigilant for potential acquisition or donation of land for the expansion of recreational spaces.</p> <p>City of Butler:</p> <ul style="list-style-type: none"> • Look for lands adjacent to existing parks. • Look for land acquisition opportunities for the development of water trail trailheads as identified in the Connoquenessing Watershed Plan. <p>East Butler Borough:</p> <ul style="list-style-type: none"> • Look for lands adjacent to existing parks. <p>Butler Township:</p> <ul style="list-style-type: none"> • Look for lands adjacent to the Township Park/Preston Property. • Look for potential land acquisition opportunities in the south-east portion of the Township. <p>Penn Township:</p> <ul style="list-style-type: none"> • Look for lands adjacent to existing Township properties. • Look for land acquisition opportunities for the preservation of natural and/or historically significant areas and opens spaces. <p>Summit Township:</p> <ul style="list-style-type: none"> • Look for land adjacent to existing Township properties. • Work with the Butler Freeport Trail Association on the development of the ‘Y’ property. <p>Look for land acquisition opportunities for the preservation of natural and/or historically significant areas and opens spaces.</p>	Medium/ Low

Recommendations and Implementation Strategies



O	Municipalities must work together to allow for the shared use of facilities.	High
P	Create a balance of active and passive recreational areas in the greater Butler area.	Medium
Q	Do not overdevelop existing parks with active use facilities, maintain a balance of active and passive areas within the parks.	Medium
R	Maintain facilities to the highest level of acceptable standards.	High
S	Build community ownership in the parks through outreach opportunities and partnering with citizens for facility development and maintenance.	High
T	Conduct routine inspections of all park facilities and areas to ensure safety and limit liability issues.	High
U	Establish a multi-municipal public activities center to provide year round activities.	Low
V	Provide facilities for all ages and user abilities.	Medium
W	Develop multi-functional facilities which can accommodate multiple uses and user groups.	Medium
X	Ensure that all facilities meet ADA requirements.	High
Y	Develop risk management guidelines.	Low
Z	Prepare a Forest Stewardship Plan for all municipal parks with a minimum of five acres of forested land.	Medium
AA	Remove all play equipment that does not meet current ASPM standards and CPSC guidelines immediately.	High

Maintain the staff necessary to support the development, implementation and maintenance of all facilities and programs.

	Objective	Priority
A	Develop a multi-municipal recreation programming director position by completing the following tasks: i. Conduct a Peer-to-Peer study to assess the interest and practicalities associated with developing a multi-municipal recreation organization. ii. Apply for a Circuit Rider to assist with funding a recreation director. iii. Establish a multi-municipal recreation organization with a Board of Directors made up of representatives from each participating municipality. The recreation director will be responsible to and report to the Board.	High
B	Develop a multi-municipal recreation organization for the purpose of developing and administering recreation programs.	High
C	Each municipality will be responsible to maintain their respective facilities and ensure that staffing is appropriate for the maintenance tasks required.	High
D	Work with colleges and universities for internship opportunities.	Medium/ Low
E	Establish a list of volunteers willing to donate time, service and materials toward park improvements and program development.	High
F	Establish a "Friends of the Park" organization (501.C.3) in each municipality and/or for each respective park (recreation) facility.	Medium/ Low



Recommendations and Implementation Strategies

G	Encourage staff to attend seminars, conferences and workshops.	High
H	Develop job descriptions for existing and future staff.	Medium
I	Develop a detailed operations manual.	Low
J	Develop a personnel policy manual.	Low
K	Develop a full administrative manual.	Medium
L	Develop an organizational chart for parks and recreation staff.	Low
M	Implement alternative hiring practices (work study programs, PPC, WorkForce, etc.)	Low
N	Each municipality should create a parks and recreation board as demand warrants.	High

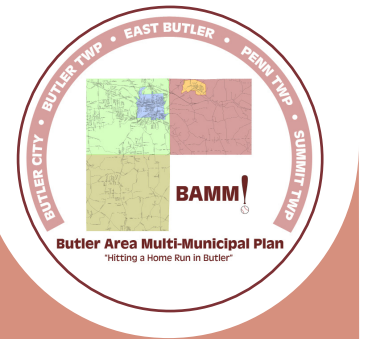
Build a culture of sustainability within the parks and recreation organization to promote green building practices and the use of alternative methods for park development and maintenance.

	Objective	Priority
A	Strive to implement sustainable practices in everything we do.	High
B	Explore sustainable building options in all future structures.	Medium
C	Manage stormwater via the use of vegetated swales, bio-swales, rain gardens and other methods to promote on-site ground water recharge.	Medium
D	Develop master plans for parks that protect sensitive natural areas and work with the sites natural systems.	Medium
E	Use recycled and sustainable products within park operations, concessions, restrooms, cleaning products, etc.	Medium
F	Promote a culture of recycling within the parks by providing ample recycle containers for park patrons.	High
G	Evaluate equipment at time of purchase for fuel efficiency and strive to purchase the most efficient equipment for the appropriate application.	Medium
H	Utilize parks and incubators to demonstrate sustainable practices in action. Develop literature and programs to educate the public on the practices exhibited in the parks.	Medium

Develop a well rounded offering of programs for all age and user groups within the community.

	Objective	Priority
A	Develop a multi-municipal recreation programming director position by completing the following tasks: iv. Conduct a Peer-to-Peer study to assess the interest and practicalities associated with developing a multi-municipal recreation organization. v. Apply for a Circuit Rider to assist with funding a recreation director. vi. Establish a multi-municipal recreation organization with a Board of Directors made up of representatives from each participating municipality. The recreation director will be responsible to and report to the Board.	High
B	Provide programs that meet the needs of all community residents regardless of age and ability.	Medium
C	Provide seasonal programs for year-round activities.	Medium
D	Establish user fees that ensure long-term financial sustainability of municipal recreation programs.	Medium
E	The municipalities need to offer recreation programs for all ages, abilities and interests. i. Educational programs ii. Cultural programs iii. Special events iv. Nature/outdoor programs v. Arts and Crafts vi. Youth programs vii. Adult programs viii. Teen programs ix. Family oriented programs x. Seniors programs xi. Sports programs	High/ Medium

Recommendations and Implementation Strategies



F	Expand youth athletic opportunities not associated with organized sports clubs, associations and the schools.	Medium
G	Provide recreational opportunities for low income families.	Medium
H	Provide non-competitive youth activities.	Medium
I	Establish neighborhood based activities for all age groups in order to build a stronger sense of community.	Medium
J	Develop a coordinated plan to provide recreation program opportunities.	High
K	Maintain a balance of “bottom up” and “top down” recreations – foster recreation groups and volunteer groups while also building municipal recreation (cooperation among groups)	High
L	Work with the Pennsylvania Game Commission to provide opportunities for hunting areas/programs.	Low
M	Work with the Butler Freeport Trail and other organizations to develop regional geocaching opportunities.	Low
N	Provide opportunities for indoor and outdoor activities.	Medium
O	Utilize all available existing facilities for program venues.	Medium
P	Insure that the program agenda is inclusive and stresses diversity.	Medium
Q	Develop a program policy manual.	Low
R	Develop and maintain a uniform standard of program record keeping to track attendance, program evaluation, successes, failures, etc.	Low
S	Establish a formal agreement with the School District(s) for the shared use of facilities.	Medium
T	Utilize the municipal buildings, as appropriate, for the development of recreational programs.	Medium
U	Partner with the Succop Conservancy for the development of natural interpretive programs.	Medium
V	Develop at least one program for individuals with special needs.	Medium



Recommendations and Implementation Strategies

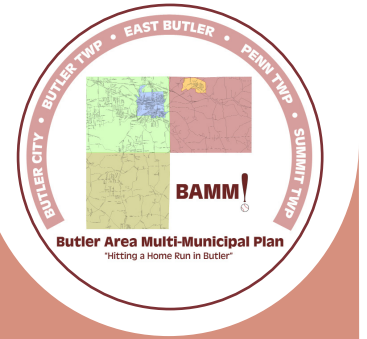
Implementation Strategies

The following table provides a tool for the implementation of each of this plans objectives as outlined above. The information provided in the following table provides some general guidance which will aid the plan user(s) to take each action item and move from concept to reality.

11.1 - Implementation Table

Priority	Objective	Potential Partners	Potential Funding Sources
High	Prepare an Open Space and Greenways plan for the greater Butler Area. This plan will identify the location(s) for trail development and designated bicycle and pedestrian routes.	DCNR; Butler County Parks and Recreation Department; Municipal Officials and Staff	DCNR
High	Develop a variety of non-motorized multi-use trails in existing parks.	Municipal Officials and Staff	DCNR; Mandatory Dedication Fees; Municipal Budget Item
High	Work with PennDot on future road improvement projects to develop walking and biking lanes along existing roadways.	PennDot; Municipal Officials and Staff	PennDot
High	Update municipal planning regulations to require the accommodation of walking and bicycle routes in all new developments.	DCED Municipal Officials and Staff	DCED Municipal Budget Item
High	Update municipal planning regulations to require sidewalks in all new developments.	Municipal Officials and Staff	DCED Municipal Budget Item
High	Negotiate/require the dedication of rights-of-way, for trail development, in all new developments and all redevelopment projects.	Municipal Officials and Staff	N/A
High	Work closely with the County Agencies to take advantage of the existing resource base in an effort to market what is here.	Municipal Officials and Staff; County Departments such as: Parks and Recreation, Planning, Tourism.	N/A
High	Link existing recreation provider websites (County departments, municipalities and private recreation providers) in order to create a network of common interests.	Municipal Officials and Staff; County; Local Colleges; Community partners	DCNR; County; Municipal Budget Item; Work with local College on pro-bono services.
High	Butler City, Butler Township, East Butler Borough, Penn Township and Summit Township will work together in a joint partnership to advance recreational opportunities in the greater Butler area.	Listed Municipalities	N/A
High	Establish a multi-municipal recreation board for the greater Butler area.	Partnering Municipalities; DCNR	DCNR; Municipal Budget Item
High	Work closely with the Butler County Parks and Recreation Department staff to build programs and share facilities.	Municipalities; Multi-Municipal Recreation Director; County Parks and Recreation Department	Municipal Budget Item; County Parks and Recreation Department; User Fees; Donations/ Donated Services
Priority	Objective	Potential Partners	Potential Funding Sources

Recommendations and Implementation Strategies



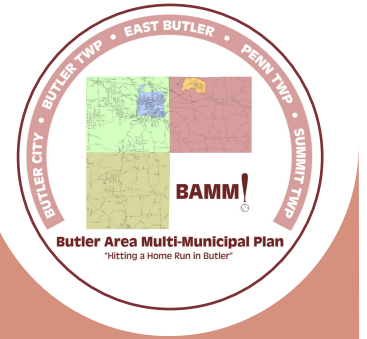
High	Each municipality participating in a multi-municipal recreation programming association will retain the responsibility for maintenance of their respective municipal facilities. Staffing will be critical to ensure facilities are maintained to the appropriate levels.	Participating Municipalities	Municipal Budget Item
High	Each municipality must establish an appropriately sized budget specifically for the maintenance of the recreation facility.	Municipal Officials and Staff	Municipal Budget Item
High	Each municipality must develop a facilities maintenance program that includes protocol for routine inspections, damage reporting and all standard maintenance items.	Municipal Officials and Staff	Municipal Budget Item
High	Educate all park and recreation staff in the use of CPR and AED (Auto Electronic Defibrillator)	Municipal Officials and Staff	Municipal Budget Item
High	Increase funding directed toward parks, recreational programs and trails/greenways.	Municipal Officials and Staff	Municipal Budget Item
High	Implement a mandatory dedication/fee in-lieu of ordinance in each community.	Municipal Officials and Staff	Municipal Budget Item
High	Design, develop and operate facilities to be financially sustainable.	Municipal Officials and Staff; DCNR; County Parks and Recreation Department	N/A
High	Design and develop recreational programs to be financially sustainable through user fees, sponsorship and donations.	Municipal Officials and Staff	Municipal Budget Item
High	Pursue all grant opportunities available for the development and acquisition of park facilities and programs.	Municipal Officials and Staff	N/A
High	Develop a budget item for recreation programming.	Municipal Officials and Staff	N/A
High	Promote the preservation of valuable open space through the encouragement of tax based and development rights based landowner incentives.	Municipal Officials and Staff	N/A
High	Promote the preservation of steep hillsides, streams and waterways and other environmentally sensitive areas.	Municipal Officials and Staff	N/A
High	All communities must focus on improving existing park facilities.	Municipal Officials and Staff	Municipal Budget Item
High	Penn Township – implement the master plan for Harcrest Park.	Penn Township Officials and Staff; DCNR; County Parks and Recreation Department	Municipal Budget Item; DCNR; Mandatory Dedication Fees; Donations; In-Kind Services
High	Butler Township – prepare master plans for Butler Township Park and the Preston estate property.	Butler Township Officials and Staff; DCNR	Municipal Budget Item; DCNR
High	Summit Township – Develop the existing 10 acre parcel on Bonniebrook Road and line park with the Butler-Freeport trail via a walking/bicycle path. Potential improvements to include: pavilions, restrooms, playground, parking area, horseshoes, bocce, and/or volleyball.	Summit Township Officials and Staff; DCNR; County Parks and Recreation Department	Municipal Budget Item; DCNR; Mandatory Dedication Fees; Donations; In-Kind Services



Recommendations and Implementation Strategies

Priority	Objective	Potential Partners	Potential Funding Sources
High	City of Butler – implement the master plans for Memorial Park and Father Marinaro Park as prepared in the 2005 master site plans.	City of Butler Officials and Staff; DCNR; County Parks and Recreation Department	Municipal Budget Item; DCNR; Mandatory Dedication Fees; Donations; In-Kind Services
High	City of Butler – Develop a splash park at Memorial Park in-lieu of a pool.	City of Butler Officials and Staff; DCNR; County Parks and Recreation Department	Municipal Budget Item; DCNR; Mandatory Dedication Fees; Donations; In-Kind Services
High	East Butler Borough – develop a master plan for the parklet at the corner of Broad Street and 5 th Avenue.	East Butler Borough Officials and Staff; DCNR	Municipal Budget Item; DCNR
High	Park improvements to include: i. Walking trails ii. Nature trails iii. Bike trails iv. Hiking trails v. Restrooms vi. Sledding areas vii. Environmental education areas viii. Picnic areas/shelters ix. Playgrounds x. Outdoor amphitheater xi. Natural areas xii. Swimming	Municipal Officials and Staff; DCNR; County Parks and Recreation Department	Municipal Budget Item; DCNR; Mandatory Dedication Fees; Donations; In-Kind Services
High	Municipalities must work together to allow for the shared use of facilities.	Municipal Officials and Staff;	N/A
High	Maintain facilities to the highest level of acceptable standards.	Municipal Officials and Staff	Municipal Budget Item
High	Build community ownership in the parks through outreach opportunities and partnering with citizens for facility development and maintenance.	Municipal Officials and Staff; Friends Groups	N/A
High	Conduct routine inspections of all park facilities and areas to ensure safety and limit liability issues.	Municipal Officials and Staff	Municipal Budget Item
High	Ensure that all facilities meet ADA requirements.	Municipal Officials and Staff	N/A
High	Develop a multi-municipal recreation programming director position by completing the following tasks: i. Conduct a Peer-to-Peer study to assess the interest and practicalities associated with developing a multi-municipal recreation organization. ii. Apply for a Circuit Rider to assist with funding a recreation director. iii. Establish a multi-municipal recreation organization with a Board of Directors made up of representatives from each participating municipality. The recreation director will be responsible to and report to the Board.	Municipal Officials and Staff; DCNR; County Parks and Recreation Department	Municipal Budget Item; DCNR

Recommendations and Implementation Strategies



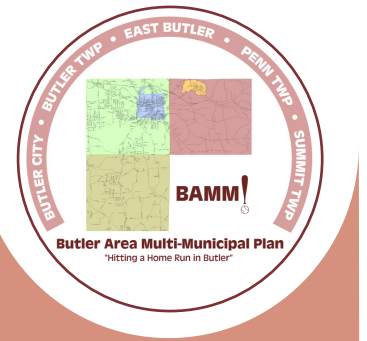
Priority	Objective	Potential Partners	Potential Funding Sources
High	Develop a multi-municipal recreation organization for the purpose of developing and administering recreation programs.	Municipal Officials and Staff; DCNR; County Parks and Recreation Department	Municipal Budget Item; DCNR
High	Each municipality will be responsible to maintain their respective facilities and ensure that staffing is appropriate for the maintenance tasks required.	Municipal Officials and Staff	Municipal Budget Item
High	Establish a list of volunteers willing to donate time, service and materials toward park improvements and program development.	Municipal Officials and Staff	N/A
High	Encourage staff to attend seminars, conferences and workshops.	Municipal Officials and Staff	Often no cost associated; Municipal Budget Item
High	Each municipality should create a parks and recreation board as demand warrants.	Municipal Officials and Staff	N/A
High	Strive to implement sustainable practices in everything we do.	Municipal Officials and Staff; DCNR	N/A
High	Promote a culture of recycling within the parks by providing ample recycle containers for park patrons.	Municipal Officials and Staff; DCNR	N/A
High	Develop a coordinated plan to provide recreation program opportunities.	Municipal Officials and Staff; Regional Recreation Director	N/A
High	Maintain a balance of “bottom up” and “top down” recreations – foster recreation groups and volunteer groups while also building municipal recreation (cooperation among groups)	Municipal Officials and Staff; Regional Recreation Director	N/A
High	Remove all play equipment that does not meet current ASPM standards and CPSC guidelines immediately.	Municipal Officials and Staff;	Municipal Budget Item



Recommendations and Implementation Strategies

Priority	Objective	Potential Partners	Potential Funding Sources
Medium	Develop non-motorized multi-use trails connecting parks, neighborhoods and schools.	Municipal Officials and Staff; DCNR; County Parks and Recreation Department	Municipal Budget Item; DCNR; Developers through the municipal land development process
Medium	Develop non-motorized multi-use trails along key commercial corridors.	PennDot; Municipal Officials and Staff; Butler County	PennDot; Municipal Budget Item; County; Developers through the municipal land development process
Medium	Work with the Butler Freeport Community Trail Association to develop adequate parking areas at existing and proposed trail heads.	Butler Freeport Trail Association; DCNR; Municipal Officials and Staff	Municipal Budget Item; Donated Services; DCNR
Medium	Penn Township – Develop a multi-use shared roadway trail along Airport and Three Degree Road to link the Township Building, Succop Conservancy, County Airport, Penn Christian Academy and Harcrest Park.	PennDot; Municipal Officials and Staff; Butler County; DCNR	PennDot; Municipal Budget Item; County; DCNR
Medium	Butler Township – Develop a trail along Eberhart Road to connect the Township Building with the Preston Property. This will allow for the development of a trail connection through the Preston Property and Butler Township Park property that will connect to the Highfield Baseball facilities.	PennDot; Municipal Officials and Staff; Butler County; DCNR	PennDot; Municipal Budget Item; County; DCNR
Medium	City of Butler – Develop designated trails to link the Butler Freeport Trail to community recreation resources, parks, school facilities and Alameda Park.	PennDot; Municipal Officials and Staff; Butler County; DCNR	PennDot; Municipal Budget Item; County; DCNR
Medium	City of Butler – Develop a trail to connect Memorial Park with Alameda Park.	Municipal Officials and Staff; Butler County; DCNR	Municipal Budget Item; County; DCNR
Medium	Develop a publicity package aimed at promoting what is already here.	Municipal Officials and Staff; Butler County; DCNR	Municipal Budget Item; County; DCNR
Medium	Develop a marketing scheme aimed at attracting new residents into the community by promoting the quality of life factors associated with the recreational resources of the community.	Municipal Officials and Staff; Butler County;	Municipal Budget Item; County;
Medium	Develop and maintain a joint municipal website to advertise existing parks and recreational facilities as well as programs being offered in the community.	Municipal Officials and Staff; County; Local Colleges; Community partners	DCNR; County; Municipal Budget Item; Work with local College on pro-bono services.
Medium	Develop an email database as a method of sending alerts, updates and/or e-newsletters to residents and users.	Municipal Officials and Staff; Regional Recreation Director	N/A

Recommendations and Implementation Strategies



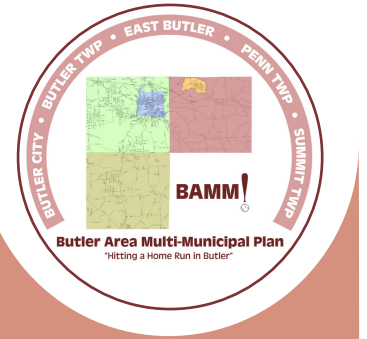
Priority	Objective	Potential Partners	Potential Funding Sources
Medium	Create a resource for shared knowledge and coordination of recreational programming between municipalities and community based groups.	Municipal Officials and Staff; Regional Recreation Director	N/A
Medium	Work closely with the schools to share facilities.	Municipal Officials and Staff; Regional Recreation Director	N/A
Medium	Develop partnerships with athletic associations, scouting groups, churches, businesses, private recreation providers and other public recreation providers.	Municipal Officials and Staff; Regional Recreation Director	N/A
Medium	Create funding mechanism and "rainy day funds" for the acquisition, development and maintenance of facilities.	Municipal Officials and Staff	N/A
Medium	Develop relationships with potential sponsors and foundations in order to support recreational opportunities within the community.	Municipal Officials and Staff; Regional Recreation Director	N/A
Medium	Create separate line items for expenditures and revenues for each recreational program.	Municipal Officials and Staff; Regional Recreation Director	N/A
Medium	Evaluate mandatory dedication policies every five years to ensure the adequacy of the policy language and fee.	Municipal Officials and Staff	N/A
Medium	Develop a capital improvements budget for parks.	Municipal Officials and Staff; Regional Recreation Director	N/A
Medium	Establish a "Friends of the Parks" organization (a non-profit 501.C.3) in each community to aid in the handling of financial donations for parks and recreation.	Municipal Officials and Staff	Municipal Budget Item; DCNR; Donated Services
Medium	Municipalities must be vigilant for potential land acquisition opportunities as a means of preserving valuable open space areas.	Municipal Officials and Staff; Local/Regional Land Conservancies	Municipal Budget Item; DCNR; Local/ Regional Land Conservancies
Medium	Protect the quality of streams and riparian corridors.	Municipal Officials and Staff	N/A
Medium	Butler Township - Explore the opportunity to link Butler Township Park to Highfield in order to create a large recreation area/open space network.	Butler Township Officials and Staff; DCNR; Highfield Association	Municipal Budget Item; DCNR
Medium	Future park improvements must plan for a diversity of facilities in order to appeal to a wider variety of users.	Municipal Officials and Staff	N/A



Recommendations and Implementation Strategies

Priority	Objective	Potential Partners	Potential Funding Sources
Medium	<p>Municipalities shall be vigilant for potential acquisition or donation of land for the expansion of recreational spaces.</p> <p>City of Butler:</p> <ul style="list-style-type: none"> Look for lands adjacent to existing parks. Look for land acquisition opportunities for the development of water trail trailheads as identified in the Connoquenessing Watershed Plan. <p>East Butler Borough:</p> <ul style="list-style-type: none"> Look for lands adjacent to existing parks. <p>Butler Township:</p> <ul style="list-style-type: none"> Look for lands adjacent to the Township Park/Preston Property. Look for potential land acquisition opportunities in the south-east portion of the Township. <p>Penn Township:</p> <ul style="list-style-type: none"> Look for lands adjacent to existing Township properties. Look for land acquisition opportunities for the preservation of natural and/or historically significant areas and opens spaces. <p>Summit Township:</p> <ul style="list-style-type: none"> Look for land adjacent to existing Township properties. Work with the Butler Freeport Trail Association on the development of the 'Y' property. Look for land acquisition opportunities for the preservation of natural and/or historically significant areas and opens spaces. 	Municipal Officials and Staff; Local/Regional Land Conservancies	Municipal Budget Item; DCNR; Local/ Regional Land Conservancies
Medium	Create a balance of active and passive recreational areas in the greater Butler area.	Municipal Officials and Staff	N/A
Medium	Do not overdevelop existing parks with active use facilities, maintain a balance of active and passive areas within the parks.	Municipal Officials and Staff	N/A
Medium	Provide facilities for all ages and user abilities.	Municipal Officials and Staff	N/A
Medium	Develop multi-functional facilities which can accommodate multiple uses and user groups.	Municipal Officials and Staff	N/A
Medium	Work with colleges and universities for internship opportunities.	Municipal Officials and Staff; Regional Recreation Director	Municipal Budget Item; Regional Recreation Board Budget Item
Medium	Establish a "Friends of the Park" organization (501.C.3) in each municipality and/or for each respective park (recreation) facility.	Municipal Officials and Staff	N/A
Medium	Develop job descriptions for existing and future staff.	Municipal Officials and Staff	N/A
Medium	Develop a full administrative manual.	Municipal Officials and Staff	N/A
Medium	Explore sustainable building options in all future structures.	Municipal Officials and Staff; DCNR	N/A

Recommendations and Implementation Strategies



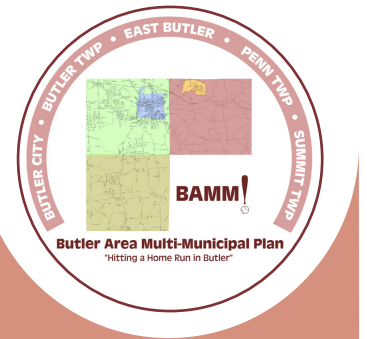
Priority	Objective	Potential Partners	Potential Funding Sources
Medium	Manage stormwater via the use of vegetated swales, bio-swales, rain gardens and other methods to promote on-site ground water recharge.	Municipal Officials and Staff	N/A
Medium	Develop master plans for parks that protect sensitive natural areas and work with the sites natural systems.	Municipal Officials and Staff; DCNR	Municipal Budget Item; DCNR
Medium	Use recycled and sustainable products within park operations, concessions, restrooms, cleaning products, etc.	Municipal Officials and Staff	N/A
Medium	Evaluate equipment at time of purchase for fuel efficiency and strive to purchase the most efficient equipment for the appropriate application.	Municipal Officials and Staff	N/A
Medium	Utilize parks and incubators to demonstrate sustainable practices in action. Develop literature and programs to educate the public on the practices exhibited in the parks.	Municipal Officials and Staff	N/A
Medium	Provide programs that meet the needs of all community residents regardless of age and ability.	Municipal Officials and Staff; Regional Recreation Director	Municipal Budget Item; User Fees
Medium	Provide seasonal programs for year-round activities.	Municipal Officials and Staff; Regional Recreation Director	N/A
Medium	Establish user fees that ensure long-term financial sustainability of municipal recreation programs.	Municipal Officials and Staff; Regional Recreation Director	N/A
Medium	The municipalities need to offer recreation programs for all ages, abilities and interests. <ul style="list-style-type: none"> i. Educational programs ii. Cultural programs iii. Special events iv. Nature/outdoor programs v. Arts and Crafts vi. Youth programs vii. Adult programs viii. Teen programs ix. Family oriented programs x. Seniors programs xi. Sports programs 	Municipal Officials and Staff; Regional Recreation Director	Municipal Budget Item; User Fees
Medium	Expand youth athletic opportunities not associated with organized sports clubs, associations and the schools.	Municipal Officials and Staff; Regional Recreation Director	Municipal Budget Item; User Fees
Medium	Provide recreational opportunities for low income families.	Municipal Officials and Staff; Regional Recreation Director	Municipal Budget Item; User Fees
Medium	Provide non-competitive youth activities.	Municipal Officials and Staff; Regional Recreation Director	Municipal Budget Item; User Fees
Medium	Establish neighborhood based activities for all age groups in order to build a stronger sense of community.	Municipal Officials and Staff; Regional Recreation Director	Municipal Budget Item; User Fees
Medium	Provide opportunities for indoor and outdoor activities.	Municipal Officials and Staff; Regional Recreation Director	N/A



Recommendations and Implementation Strategies

Priority	Objective	Potential Partners	Potential Funding Sources
Medium	Utilize all available existing facilities for program venues.	Municipal Officials and Staff; Regional Recreation Director	N/A
Medium	Insure that the program agenda is inclusive and stresses diversity.	Municipal Officials and Staff; Regional Recreation Director	N/A
Medium	Establish a formal agreement with the School District(s) for the shared use of facilities.	Municipal Officials and Staff; Regional Recreation Director	N/A
Medium	Utilize the municipal buildings, as appropriate, for the development of recreational programs.	Municipal Officials and Staff; Regional Recreation Director	N/A
Medium	Partner with the Succop Conservancy for the development of natural interpretive programs.	Municipal Officials and Staff; Regional Recreation Director; BCCC and Succop Conservancy	N/A
Medium	Develop at least one program for individuals with special needs.	Municipal Officials and Staff; Regional Recreation Director	Municipal Budget Item; User Fees
Medium	Prepare a Forest Stewardship Plan for all municipal parks with a minimum of five acres of forested land.	Municipal Officials and Staff;	Municipal Budget Item; DCNR

Recommendations and Implementation Strategies



Priority	Objective	Potential Partners	Potential Funding Sources
DCNR	Promote the greater Butler area as a regional recreation destination.	Municipal Officials and Staff; County Departments such as: Parks and Recreation, Planning, Tourism.	N/A
Low	Develop a multi-municipal parks and recreation newsletter to advertise programs, park facilities and community event.	Municipal Officials and Staff; Regional Recreation Director	Municipal Budget Item; Regional Recreation Board Budget Item; Sponsorships; Advertising
Low	Develop a public relations/marketing plan.	Municipal Officials and Staff	N/A
Low	Develop a logo for the proposed multi-municipal recreation organization.	Municipal Officials and Staff; Regional Recreation Director	Municipal Budget Item; Regional Recreation Board Budget Item;
Low	Work closely with the County Tourism Agency to market what is here.	Municipal Officials and Staff; County Tourism Agency	N/A
Low	Develop relationships with local media outlets to aid in marketing efforts.	Municipal Officials and Staff; Regional Recreation Director	N/A
Low	Develop a proactive and reactive park maintenance manual.	Municipal Officials and Staff	N/A
Low	Establish a protocol/mechanism for the acquisition and/or appropriation of land for parks and open space.	Municipal Officials and Staff	N/A
Low	Develop a written revenue policy for facilities and programs	Municipal Officials and Staff; Regional Recreation Director	N/A
Low	Develop greenway corridors	Municipal Officials and Staff; DCNR; County	N/A
Low	Develop an invasive species management plan and implement plan within parks and open spaces.	Municipal Officials and Staff; DCNR	DCNR; State Forester
Low	Penn Township – develop a master site plan for the 12 acres of land at the existing municipal building.	Municipal Officials and Staff; DCNR	Municipal Budget Item; DCNR
Low	Summit Township – Work with the Herman Volunteer Fire Department to develop recreational uses on the Department's property behind the existing building and parking area.	Municipal Officials and Staff; VFD; Local Volunteers DCNR	Municipal Budget Item; DCNR; Donations; Mandatory Dedication Fees
Low	City of Butler – Expand the skate park at Father Mariano Park into a skate plaza.	Municipal Officials and Staff; DCNR	Municipal Budget Item; DCNR; Donated services; Sponsorships
Low	Establish a multi-municipal public activities center to provide year round activities.	Municipal Officials and Staff; Regional Recreation Director	Municipal Budget Item; DCNR; Donated services; Sponsorships
Low	Develop risk management guidelines.	Municipal Officials and Staff	N/A



Recommendations and Implementation Strategies

Priority	Objective	Potential Partners	Potential Funding Sources
Low	Develop a detailed operations manual.	Municipal Officials and Staff	N/A
Low	Develop a personnel policy manual.	Municipal Officials and Staff	N/A
Low	Develop an organizational chart for parks and recreation staff.	Municipal Officials and Staff	N/A
Low	Implement alternative hiring practices (work study programs, PPC, WorkForce, etc.)	Municipal Officials and Staff	N/A
Low	Work with the Pennsylvania Game Commission to provide opportunities for hunting areas/programs.	Municipal Officials and Staff; Regional Recreation Director	N/A
Low	Work with the Butler Freeport Trail and other organizations to develop regional geocaching opportunities.	Municipal Officials and Staff; Butler Freeport Trail Association; County Parks and Recreation Department	N/A
Low	Develop a program policy manual.	Municipal Officials and Staff; Regional Recreation Director	N/A
Low	Develop and maintain a uniform standard of program record keeping to track attendance, program evaluation, successes, failures, etc.	Municipal Officials and Staff; Regional Recreation Director	N/A