

## A Blueprint for the Future

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The preceding sections of **Parks Horizons** focused on both descriptive and quantitative studies of the County's existing park, recreation and open space opportunities. While data collection, inquiry and analyses are important steps in the process of preparing a plan its heart lies in the vision for the future and the strategies for achieving that vision. The following Plan provides a "blueprint" with which to organize and construct the future of Westmoreland County's park, recreation and open space system.

The Plan is composed of three components. The components are organized as a series of building blocks. The first component serves as a foundation for the second component, and the second component provides support for the third component. Together the components define the Plan's vision, establish criteria for guiding this vision and identify the recommended actions and strategies to achieve the vision.

The Plan's components include:

- The Mission
- The Goals
- The Elements

### The Mission

A mission defines a duty or obligation towards which all future efforts are directed. The **Parks Horizons** mission was developed as an integration of the project's initial background analyses as well as open discussions regarding long-term visions for the County.

The Mission of **Parks Horizons** is to:

Enhance and assure the quality of life of Westmoreland County residents by providing a diversity of park and recreation resources that are:

- Safe;
- Accessible;
- Culturally based;
- Family oriented;
- Well maintained and/or protected;
- Economically responsible; and
- Strategically located.

### The Goals

Goals are intended achievements. They establish criteria by which to evaluate individual actions and accomplishments. The achievement of a series of related goals can be combined to complete a mission. Through Steering Committee, Bureau of Parks and Recreation and public input, eight project goals were established. The goals were formulated to address key recreation planning issues such as facility distribution and adequacy, resource management, education and cooperation.

The Plan's goals are to:

- #1** Increase public support for parks and recreation by promoting awareness and appreciation of the natural, cultural and recreational resources of the County.
- #2** Provide adequate, as well as handicapped accessible park, open space and recreation facilities/programs to meet the needs of current and future County residents.
- #3** Develop a diverse and comprehensive park and open space system that improves the connections and proximity between parks, open space and activity centers.
- #4** Acquire and/or manage lands of significant recreational, cultural and/or ecological value.
- #5** Optimize fiscal, physical, cultural and ecological resources when providing park and recreation opportunities.
- #6** Develop administrative and operational procedures that are structured to implement the Comprehensive Plan.
- #7** Forge public-private partnerships between government agencies, community organizations and individuals to expand diversity and quality of parks and recreation.
- #8** Stimulate and compliment economic development through the provision and promotion of parks, recreation and open space.

### The Elements

The following discussion focuses on the Plan's final recommendations and implementation plan. The recommendations are manifestations of the Plan's Mission and its Goals. They represent a series of inter-related actions, policies and strategies that the County and its various recreation providers should implement incrementally over time. The recommendations have been organized into four themes which loosely define the project's key issues. These themes, or Elements, have emerged from the project's analyses, assessments, evaluation and public input processes. The Elements include the following:

- Parks, Trails and Open Space
- Programs
- Promotion
- Roles Management

#### Parks, Trails and Open Space

The Parks, Trails and Open Space Element provides recommendations as to how the County should meet its current and future park acreage and distribution needs. The Element prioritizes needs based on Study Region and time and offers criteria for selecting appropriate sites for future park and recreation facilities. The Element outlines a strategy for developing an integrated park and recreation system through a coordinated network of trails and greenways. Finally, Parks, Trails and Open Space, identifies the optimal use of park and recreation facilities, physical improvements, technical assistance and fiscal resources.

#### Programs

The Programs Element focuses on the County Bureau of Parks and Recreation's recreation and leisure programs. The Element provides service benchmarks to guide this commitment and identifies specific opportunity areas for additional and/or enhanced programming. Moreover, the Programs Element provides an overview of the human and fiscal resources necessary to obtain these service benchmarks.

### Promotion

Promotion outlines the recommended strategies to market parks and recreational amenities County-wide and to simultaneously strengthen public awareness and support for parks, recreation and open space. Specific marketing and promotional venues or opportunities are detailed.

Subsequently, promotion opportunities, performance benchmarks and staffing needs are quantified as related to the County's Bureau of Parks and Recreation.

### Roles Management

The Roles Management Element represents the culmination of the Plan's "blueprint for the future." The Element defines the principal roles and responsibilities for each Westmoreland County park and recreation provider, whether public, quasi-public or private-sector. Opportunities for inter-government cooperation and public-private partnerships are identified and a set of policies to coordinate future planning activities is established.

In addition to the roles and responsibilities discussion, the Roles Management Element goes a step further by integrating several of the proceeding Elements' recommendations into a long-term organizational strategy. This strategy focuses on the administrative, operational and staffing needs of the County Bureau of Parks and Recreation. The strategy is designed to provide a flexible framework with which the Bureau can incrementally transform its organizational structure as the Plan is implemented over time and opportunities arise.

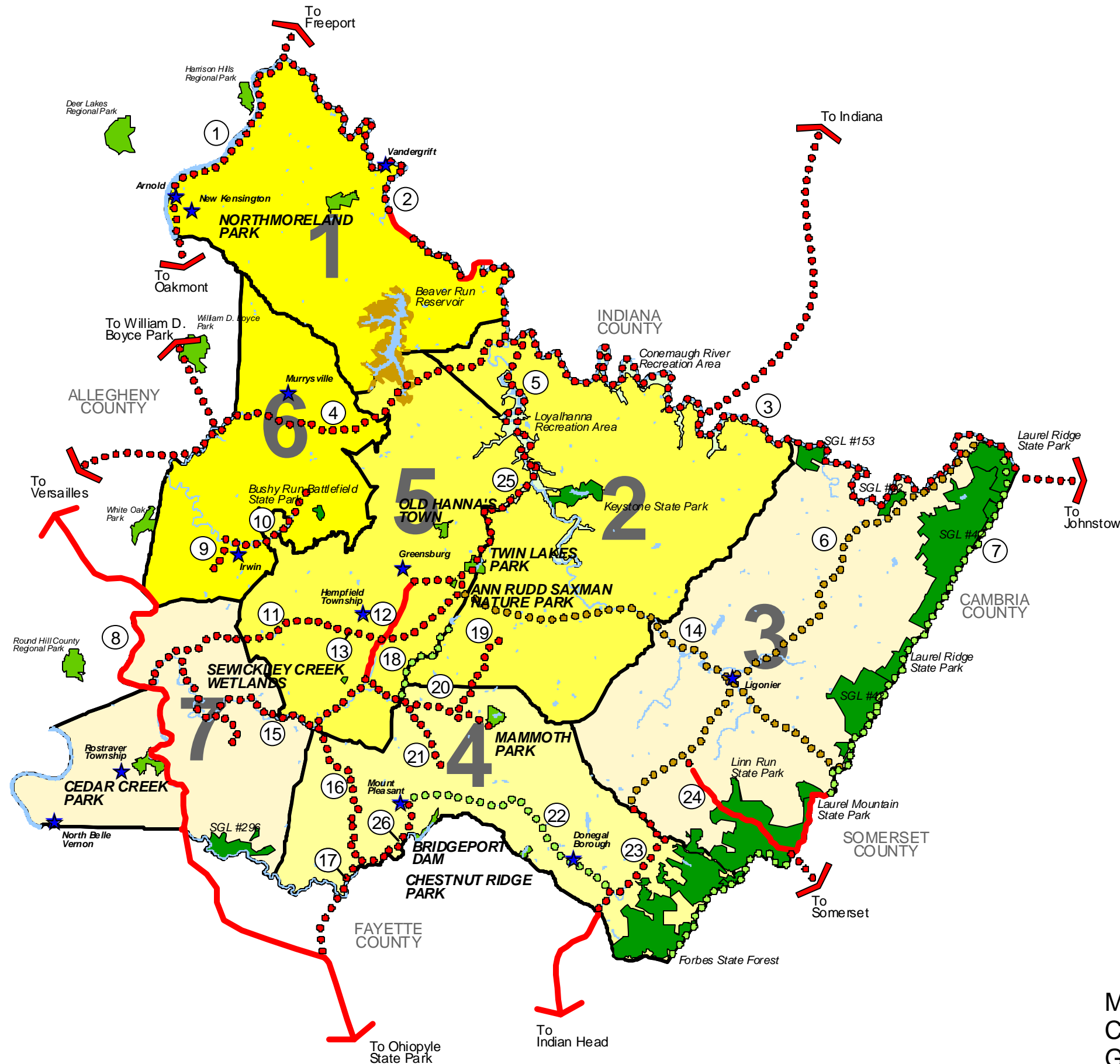
Outlined below are the specific recommendations associated with each Element. The recommendations provide detailed direction regarding policies, projects, actions and assignments. The recommendations, within each Element, have been organized by general priority and correspond to the Implementation Plan outlined on page 6-32. When practical additional information, examples and case studies regarding the Plan's specific recommendations or policies have been included in the appendices.

### A. Parks, Trails and Open Space

1. Proceed with County park facility improvements based on the following priorities:
  - Existing Park Maintenance;
  - Targeted New Facilities within Existing Parks; and
  - New Trails.
2. Enhance the County Bureau of Parks and Recreation's current service approach with to respect park maintenance and operations by increasing the current annual maintenance budget by \$40,000. The budget increase should be used for additional maintenance staff or for maintenance contracts with private vendors. Maintenance contracts should be reserved for major capital improvements, specialized construction projects, trash collection or septic improvements.
3. Provide full-service restrooms in selected areas of the County's four major parks. Despite the recognized cost for construction and long-term maintenance long-term, the parks have such high use that dictates the need for running water and flush toilets.
4. Adopt the County-wide Parks, Trails and Greenways Master Plan, illustrated on the following page, to provide park and recreation facilities that are locally accessible and convenient and can be incrementally interconnected into a regional system. The Master Plan provides more than 250-miles of additional hiking, biking and walking trail. See Appendix E for a description of existing and proposed trails.
5. Create a 5-Year Comprehensive Management Plan for each County Park to ensure long-term protection of its natural, cultural and historic resources/character as well as to plan for short-term initiatives and capital improvement projects. Elements of the Management Plan should include:
  - Goals and objectives for resource management;
  - Recommended techniques in preserving park character; and
  - Short-term capital improvements, cost estimates and phasing plans.

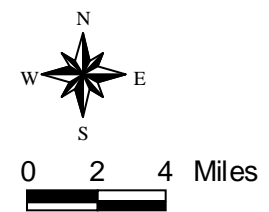
**Trails/Greenways**

- ① Treadway Trail
- ② Roaring Run Trail
- ③ Conemaugh River Greenway Trail
- ④ Saltsburg to Export to Trafford Rail Trail
- ⑤ Loyalhanna Recreation Area Lands
- ⑥ Route 711 Scenic Byway
- ⑦ Laurel Highlands Hiking Trail
- ⑧ The Yough River Trail
- ⑨ Tinkers Run Trail
- ⑩ Manor to Claridge Trail
- ⑪ Little Sewickley Creek Trail
- ⑫ The Five Star Trail
- ⑬ Hempfield Township Proposed Bike/Pedestrian Trail
- ⑭ The Lincoln Highway Heritage Corridor
- ⑮ Big Sewickley Creek Trail
- ⑯ Hunker to Scottdale Trail
- ⑰ Scottdale to Connellsville Trail
- ⑱ West Point Trail
- ⑲ Marguerite Trail
- ⑳ Youngwood to Mammoth County Park Trail
- ㉑ Carpentertown Trail
- ㉒ Jacobs Creek Greenway
- ㉓ Indian Creek Valley Trail
- ㉔ P.W. & S. Railroad Bike Trail
- ㉕ Little Crabtree Creek Trail
- ㉖ Coal & Coke Trail



**Legend**

- County Line
- Region
- Rivers/Lakes
- County Parks (Westmoreland and Non Westmoreland)
- State Forests, Parks and Game Lands
- Federal Open Space
- Future Facilities**
- Neighborhood Parks
- Neighborhood and Community Parks
- Neighborhood and Metropolitan Parks
- Neighborhood, Metropolitan, and Regional Parks
- Bike/Pedestrian Trails**
- Existing
- Proposed/Planned
- Heritage Corridors/Scenic Byways**
- Existing
- Proposed/Planned
- Greenways**
- Existing
- Proposed/Planned
- Joint Use Area
- ① Trail/Greenway ID Number
- ★ Landmark Community



Map 27  
County-wide Parks, Trails and  
Greenways Master Plan

6. Develop a publicly accessible trail and greenway resource database and establish a set of coordination guidelines that outline policies, procedures and timetables. The County Bureau of Parks and Recreation should monitor the availability of railroad rights-of-way and utility corridors as related to the County-wide Parks, Trails and Greenways Master Plan. Subsequently, the Bureau will serve as a technical clearinghouse for the planning and implementation of the trails and greenways.
7. Adopt the following “linear park” classifications, criteria and design standards to guide the development of trail, greenway and blueway projects. Create linear parks in areas where the facility can:
  - Contribute to a County-wide trail network;
  - Protect streams; or
  - Preserve corridors having a high habitat value.

Control of adjacent sites such as trail heads, habitat protection areas, and ancillary recreation areas should be considered and municipalities should participate. Expansion of the linear park network should be encouraged. Control of lands adjacent to bridge crossings that offer possible opportunities for public access to water should be a priority.

Size:

The linear park should be of sufficient width to protect the host resource (i.e. Stream valley, ridgeline, scenic vista) and to accommodate the relevant trail use type (i.e. pedestrian, bike, horse, car). Wider areas along the park may be necessary or desirable to accommodate ancillary facilities such as parking areas, picnic areas, interpretive facilities and rest rooms or to encompass nearby areas of scenic, environmental, or historic interest.

Accessibility:

Linear Parks should have connections to and have frequent access points from other parks, activity centers, and public roads. The potential for serving a circulation function as well as a recreation function should be considered.

Development Capability:

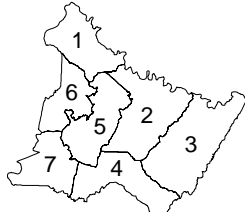
The topography should be suitable for any intended trail use. Land within the park should be able to support any ancillary facilities such as parking areas, picnic areas, interpretive facilities or rest rooms, which are to be provided.

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9. Convert underutilized active recreation and support facilities in all park and recreation facilities, County-wide to passive open space areas.
  
10. Provide for County-wide future park and needs by adopting a proactive approach to controlling land in areas where “needs” have been demonstrated. This approach seeks to control lands suitable for park and recreational use as well as open space conservation/preservation areas in advance of physical development. Methods of control include mutual or joint-use agreements, right-to-entry easements, land grant programs, municipal zoning, land dedication, gifts, eminent domain or out-right purchase.

The following table summarizes the County’s acreage needs by time period, park classification and Study Region. Some Study Regions don’t possess a short or long-term need in any particular park classification and are accordingly denoted with a zero.

**Table 19**  
**Future Acreage Needs**

	Neighborhood			Metropolitan		
	Region	Acres Needed By		Region	Acres Needed By	
		2015	2050		2015	2050
	1	44	74	1	110	188
	2	0	8	2	144	185
	3	0	0	3	0	0
	4	25	39	4	0	0
	5	68	98	5	236	310
	6	26	57	6	206	285
	7	20	33	7	0	0
	Community			Regional		
	Region	Acres Needed By		Region	Acres Needed By	
		2015	2050		2015	2050
	1	0	0	1	401	710
	2	0	0	2	0	0
	3	0	0	3	0	0
	4	67	81	4	0	0
	5	0	0	5	0	0
	6	0	0	6	0	445
	7	0	0	7	0	0



11. Prepare a Forest Stewardship Plan for each County Parks' woodlands and/or open space. Each Forest Stewardship Plan should:
  - Inventory a park's particular natural resources;
  - Define goals and objectives for conservation; and
  - Detail management practices and activities for specific woodland programs.

Site designs and recommendations evolving from each Forest Stewardship Plan will ensure forest resources are utilized or enhanced appropriately and in accordance with defined land uses. Appendix K outlines the typical elements found within a Forest Stewardship Plan. This palette of elements should be customized to fit each particular park site.

12. Incorporate native xeriscape (drought resistant) landscape treatments in the passive open space areas of all parks. Native landscape treatments reduce mowing and irrigation requirements, minimize surface water run-off and provide suitable habitat for wildlife.
13. Institutionalize criteria and a process with which to evaluate the long-term feasibility of new park, trail and open space proposals. The County should secure or control only sites, which are determined to have County significance. This means that the site should attract users from multiple municipalities and be physically able to accommodate them.

Furthermore, a potential site should be either capable of meeting specialized needs that cannot be met at the municipal level or have resources which cannot be protected at the municipal level due to size, overlapping jurisdictions or administrative or operational capabilities. Every proposal should be evaluated based on the following factors:

Location:

Future park and recreation facilities should be located within Study Regions that exhibit a deficiency in parks and open space. Potential sites should serve primarily the County residents living within the planned facility's service area. Potential sites located in Study Regions that exhibit a surplus of park and open space acreage should be secured/controlled only through "opportunity." Opportunity relates to voluntary land dedications, gifts, government grants and private sector contributions.

### Size:

A potential site should contain sufficient land as per the *Park Classifications Standards* on page 5-2 and be of a suitable configuration to protect the park, and especially any environmentally sensitive areas, from encroachment by incompatible peripheral uses and development.

### Natural Features:

A potential site's topography, vegetation, soil, water resources, climate and existing or potential water/sanitary facilities should be suitable for the park use intended and should comply with any specific development capability criteria for the proposed park classification. The presence of unique features such as prehistoric, historic or scenic resources, water features and flora and fauna habitats is considered desirable. This plan recommends preserving areas with concentrations of natural resources. Preserving areas identified by the Westmoreland County Natural Heritage Inventory, both land-based and water-based and land within large contiguous woodlands (over 70 acres) is given highest priority.

### Access:

Ideally there should be no public thoroughfares through the site for ease of operation and optimum public safety. The site should have reasonable public access for its intended use and should comply with the location criteria for its proposed park classification.

### Existing Site Development:

The existence of structures suitable for use, renovation or expansion for park activities should be considered as a positive site feature.

The existence of structures which, due to their condition or utility, would have to be removed should be considered as a liability.

### Costs:

The cost of property acquisition and associated purchase procedures including appraisals, closing costs and where applicable condemnation proceedings and the estimated development, operating and maintenance costs as offset by current and potential revenues must be carefully evaluated.

14. Survey all County Park boundaries and develop a marker system for property identification.

15. Encourage municipalities that are adjacent to existing or planned greenways to revise their zoning and subdivision regulations to discourage development on slopes greater than 25%.
16. Seek to open for public use, the water reservoirs and associated lands owned by the County's quasi-public municipal authorities and utilities. Potential areas include but are not limited to Beaver Run Reservoir, Latrobe Reservoir and Derry Reservoir. Considering several factors, these locations offer ideal regional park opportunities as well as primary sources of potable water.

In Pennsylvania and throughout the United States, public water authorities and County recreation departments jointly use public water supplies for recreational purposes. Outlined below is an overview of the recreational opportunities that the Beaver Run Reservoir could provide to the County residents. The overview describes general planning considerations as related to location, size, ownership and regional recreational needs.

Location:

The facility is in close proximity (15 miles or less) to 76% of the County's residents. In comparison, 47% of the County's population lives within 15 miles of Conemaugh River Recreational Area. Beaver Run Reservoir has the potential to serve more people because of its "centralized" location.

Size:

Beaver Run Reservoir encompasses 5,000 acres, including 1,250 acres of water. In comparison, the largest existing County Park is Northmoreland with 548 acres and a 20-acre lake.

Ownership:

Beaver Run is already publicly owned and managed by the Municipal Authority of Westmoreland County. No acquisition costs would be required.

Regional Need:

Study Regions 1 and 6 need Regional Park acreage (Table 18). If the Beaver Run site were incorporated into the County Park, Recreation, and Open Space system, Region 1's short-term need would be eliminated. In addition, long-term regional acreage needs in Region 1 and 6 would be reduced 31% and 39%, respectively.

Appendix J outlines additional water authority contacts, the Beaver Run Reservoir parcel map and two (2) case studies from other localities. The case

studies provide examples of joint use agreements and briefly describe how such agreements have benefited the respective communities and their residents.

17. Emphasize ADA accessibility improvements at the County parks and continue to make ADA-related capital improvements. In addition, the Bureau should advise municipal parks of improvement regulations with respect to local park and recreation facilities.
18. Monitor, through the County Bureau of Parks and Recreation, the availability of railroad rights-of-way and utility corridors as related to the County-wide Parks, Trails and Greenways Master Plan.
19. Develop a system of park facilities and open spaces that balance active recreation (ballfields, etc.), support facilities (roads, parking, etc.) and passive open space areas based on the following criteria:

**Table 20**  
**Land Use Criteria**

	<b>Land Use</b>	
	Active Recreation/ Support Facilities	Passive Open Space Areas
Neighborhood	100%	0%
Community	80%	20%
Metropolitan	40%	60%
Regional	20%	80%
Trails	50%	50%
Greenways	15%	85%

20. Provide periodic updates to the County’s Comprehensive Park, Recreation and Open Space Plan. The updates should evaluate changes in population, facility and open space inventories and County-wide acreage needs.
21. Identify natural resources (steep slopes, wetlands) that require protection or enhancement, classify their condition, and develop management guidelines for each resources use or protection. Work with the Westmoreland County Natural Heritage Inventory and Conservation District to develop detailed specifications for resource preservation and conservation.
22. Consider private development of major recreation and ancillary facilities (i.e. concessions, amphitheaters, etc.) when evaluating long-term opportunities.

### B. Programs

1. Increase the County Bureau of Parks and Recreation's programming from its current service level of 3,000 hours annually to the following benchmarks:
  - a. Short-Term                    5,000 hours per year
  - b. Long-Term                    8,000 hours per year
2. Increase annual park visitation at Mammoth Park and Old Hanna's Town through targeted programming and marketing.
3. Develop new "family-related" concepts for future park programming at County Park facilities. The Citizen Survey strongly suggested more environmental programming, especially for adults and children to participate together as a family activity. Some of the environmental education programs could be provided in conjunction with each of the County's nineteen (19) school districts.

Some new "family-related" program opportunities include:

- a. Hosting once-per-month nature walks using experts (sometimes these could be staff members and other times expert volunteers) and aimed at families is one avenue. The monthly format is very important, and therefore entails all kinds of weather and conditions, which lends itself to understanding the year-round cycle. These walks need to be widely promoted and each one have a theme (snakes, night creatures, water habitats, owls, winter tracking, and so on). They should each be conducted in 2 hours or less, due to children's attention spans. It should be emphasized that a parent must supervise all children. Times of the day should also be varied; for example, weeknights for summer and fall, and weekend afternoons for winter and early spring.
- b. Provide orienteering courses at any of the County parks. The courses should be promoted as family-oriented with participants registered (fee supported) in advance. Participants must furnish their own compass.
- c. Build a special event around the annual fish-stocking practices. Invite families to come view the activity and have the Fish Commission provide commentary about how and where the fish

were raised, why certain times of the year are best for stocking lakes, and even the need for stocking lakes.

- d. Conduct specialty instruction classes (fee supported) such as lake and/or river fly fishing, fly tying, and bird identification and watching, and selecting landscaping materials native to Pennsylvania. Some of the themes noted above for nature walks could also be expanded in an instructional class format (tracking animals, e.g.).
  - e. Perform informational seminars about hot topics: lawn additives, deer deterrents for homeowners, mole infestation, dealing with groundhogs in the suburbs, recycling, etc.
4. Create additional programs for seniors at all County Park facilities. According to a January 1998 article in [Athletic Business](#), the over-50 age market will have grown by 74 percent. Since Westmoreland County already has a predominantly older population, this trend suggests even greater implications for senior programming.
- a. Hold senior luncheons on a monthly basis at Activity Centers, but only if it's believed that nearby municipalities are not already satisfying a regular get-together opportunity for seniors. It is recommended that the luncheons are available for no charge, since participants will be asked to bring a potluck dish. Some short entertainment segment could be added, using free speakers (home security talks by police, gardening tips by garden clubs, investments by investment firms, travel talks by travel agents, healthy diets by hospital nutritionists, etc.).
  - b. Develop fitness activities that target the Baby Boomers age-group. Some fitness programs (using an instructor and fee supported) could be operated at the Activity Centers as regular weekly classes. An even simpler format is to initiate a Senior Trail Walkers, in which a time slot is designated each Tuesday (for instance) to gather at the Nature Center, and hike the trails of Twin Lakes Park. Other sites, such as the Five Star Trail or the Cedar Creek trail head, are other good sites for this program. No instructor is necessary, but a senior volunteer ought to be enlisted to keep a head count each week. The walk should be promoted as "rain or shine."

- c. Host an annual health fair at an Activity Center over a weekend is with a variety of health and fitness services invited to display their wares and services. The event could feature blood pressure screenings by the Red Cross or ambulance services, fitness clubs, exercise equipment vendors, psychologists, hospital displays, health insurance groups, hearing aid vendors, stop smoking groups, medical experts, and so on. This event will attract older residents, but will also interest all ages. The Bureau could charge a fee for the display space, although many of the exhibitors may be non-profit (such as Hospice) and fees for these groups ought to be to recover base costs only (such as for utilities and promotion). As the event grows, profit-making groups should be charged higher fees to exhibit. Operating a food and drink concession for the event will offset extra costs, such as planning, for the Bureau.
5. Increase the Bureau of Parks and Recreation's annual budget allocations for programming. The increased budget allocations should be reserved for additional staffing and resources. Summarized below are the additional program staff requirements as per the annual programming hours benchmarks. The Long-Term staff requirements are exclusive of the Short-term staffing requirements.

The Bureau's additional programs staffing needs anticipate the following:

- a. Short-Term
  - (1) Program Assistant
  - (1) Environmental Education Coordinator
- b. Long-Term
  - (1) Program Assistant
  - (1) Nature Center Director

In general, the additional staffing requirements should occur as follows:

Program Assistant:

In the short-term, as the Bureau increases its programming hours and expands the diversity of its recreational offerings, an additional Program Assistant will be needed to support the Program Coordinator. The additional Assistant shall possess responsibilities similar to the existing Program Assistant; see Appendix F for a general job description.

As the Bureau's annual program hours rise towards the long-term benchmark of 8,000 hours, a third Program Assistant will be needed. The staff addition shall also possess responsibilities similar to the existing Program Assistant.

### Environmental Education Coordinator:

The Environmental Education Coordinator position will oversee and expand the existing Nature Center activities, as well as to initiate new interpretive programs. Many of the professional position's new efforts should be co-sponsored with schools, municipalities, and perhaps the Conservation District. If a second County-owned Nature Center is pursued, the Environmental Education Coordinator position will directly supervise its daily operation as well. The Citizen Survey results indicated that more family programming ought to be undertaken, so this effort will also help to address that expressed consumer request.

It should be noted, however, that creating this position might require some extra fundraising effort. One primary caution is the inevitable tax reliance this position and its incumbent programming efforts create. Typical nature and environmental programming services are difficult to support through fees and charges. Consequently, these programs are not a high revenue-producing category. Nature tours with Scout groups and senior citizens, for example, are usually perceived by the public to be at little or no charge arrangements, usually due to the non-profit make up of the groups served. Similarly, special events aimed at environmental subjects or special interest groups are rarely able to break even financially.

Perhaps partial funding from the other co-sponsoring agencies (such as the school districts or municipalities) can be explored for those new proposed joint programs. Any funds available from these sources are likely to be meager, however. The county could explore pursuing a jointly funded Circuit Rider position through the DCNR, but only if the other agencies mentioned above agreed to be a partner in the venture. A Circuit Rider enables the partnering agencies to hire a full-time professional and receive part of the salary (from 100% down to 25%) gradually stepped down over a four-year period. Benefits and other normal support costs would be borne entirely by the sponsoring agencies. The DCNR expects the position to be fully funded by the sponsoring agencies in the years following



the grant period. The arrangement permits the position to be gradually absorbed into the system.

Another idea may be to target a foundation with environmental interests or even establishing a special donation fund specifically to support this expanded environmental project.

### Nature Center Director:

If in the long-term, an additional Nature Center facility is constructed in Northmoreland or Cedar Creek parks, the Bureau will need to add an additional Nature Center Director. The additional Director shall possess responsibilities similar to the existing Nature Center Director and will report to the Environmental Education Coordinator. See Appendix F for a general job description of the Nature Center Director.

6. Survey County residents every eight (8) years to obtain up-to-date information regarding recreational preferences and opinions. Distribute survey data to each municipality's governing body to promote community programming for active recreation activities.
7. Control the use and frequency of Sewickley Creek Wetlands and the Ann Rudd Saxman Nature Park by limiting marketing and promotions to only groups and individuals interested in environmental education.

### **C. Promotion**

1. Initiate a marketing and promotion campaign to increase and expand public awareness and education.
2. Hire a qualified Public Information Coordinator for the County's Bureau of Parks and Recreation. The newly-created position should address the public's response in the survey that the agency needs to increase public knowledge for the parks/programs. Further, the Program Division sees the new position as a tool to expand their on-going sponsorships and funding efforts. Some of the Public Information Coordinator's initial responsibilities should be as follows:
  - a. Compile a program brochure for each season of the year: winter, spring, summer, and fall. The four-season format will require new print services by bid, so the new position should prepare specifications annually. The program brochures will need to be budgeted also. Be sure to develop

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the most specific information for each season's program brochure. Study ways to distribute the brochure to the public. Some agencies simply print their seasonal program in a newspaper, while others bulk-mail them to households. Some distribute through schools (although it is not recommended since it eliminates older and younger households).

- b. Create a regular news release format for each program and/or service. Many news editors rely on press releases almost as much as they count on material developed from their staff writers. Send releases to print media at least 2 weeks prior to each program/service (3 weeks if advance registration is required). Be sure each news release contains who, what, where, when, and how much for the fee amount. Be sure to list a contact person should the reporter or editor need additional information.
- c. Routinely, perhaps monthly, brainstorm positive feature story ideas for the print media and follow through. Educate all staff members to contribute to this year-round effort. Compile enough solid ideas to pitch a sound story at least every month all year; some months may naturally generate extra ideas. Highlight special accomplishments of staff (service on a special committee, e.g.), or tell a human interest story about an active volunteer. Have a specialist on the staff give a helpful hint or suggestion. Always share results of surveys; those that affect large numbers of readers fascinate the public and media. End result of the story will usually be a written feature story. However, it could also be an invitation for an interview by the press, or an invitation for a "behind-the-scenes" look at an operation by a photographer.
- d. Create a public service announcement format for broadcast media (radio and television), also to be used for each program, facility's opening, or service. Be sure the format is short and to the point. A radio announcement, for example, will permit the most brief information (usually only where and when).
- e. Contact the cable television company to discuss special feature production opportunities at the beginning of each year. Cable companies are required by federal law to produce and air numerous local public service programs. Typically, cable companies are seeking ideas, so it might as well be Westmoreland County Parks as the subject matter for at least one production each year. Try to pick a subject best told in video; that is, select beautiful or unusual sights. Try to avoid interview programs and the big crowd events, which are already covered by the television stations.

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- f. Develop a current mailing list for the print media and broadcast media to be targeted. Update the list every 2 months. Contact each media contact to request how and when they prefer to receive releases or public service announcements. (Some may now prefer to receive faxes or even e-mails instead of hard copy, e.g.)
- g. Invite a reporter to one of the parks for a tour occasionally, so they can observe firsthand some of the Bureau's concerns and accomplishments. Guarantee a timely response to the press and their questions. Understand that when the press needs information, they need it immediately. Be the conduit to the sources.
- h. Consider these improvements for the brochure for the Five Star Trail: (1) add a linear scale to the map, and (2) add a comment on the membership form that all donations assist matching grants for trail improvements.
- i. Compile a display to take to the malls on a weekend at least once each year to promote special projects. For example, one year feature new construction projects, and another year feature unique program offerings, such as the Nature Center activities.
- j. Nominate the Bureau for state and national award opportunities. The Pennsylvania Recreation and Park Society sponsors several award categories statewide. The National Recreation and Park Association co-sponsors the Gold Medal awards, considered the highest recognition nationally for program and maintenance categories. American City and County magazine sponsors a national awards program with a category for recreation. Since entering into award competition takes considerable time to compile materials, the county has been unable to pursue this.
- k. Follow-up each grant announcement and award announcement with a photo for media distribution. This not only provides an opportunity for the elected officials to recognize their part in supporting the parks and recreation, but also reminds the public the high esteem in which the Bureau is held statewide. Try to utilize key people at the highest echelons as well as those performing the very basic contribution, such as key volunteers.
- l. Consider producing cards or postcards featuring an artist's rendition of a park setting (pen and ink sketches or photographs, for example) to market as a promotional tool. Stationary or note cards with matching

envelopes can be printed typically for under \$200 per 1000 quantity. These can be sold in sets of 20 for \$10 (or 60% profit). Consider using a volunteer artist to perform the camera-ready artwork; many would do so for the exposure. Donate profits to a special park fund and acknowledge the proceeds on the cards (for example, the back of each card could read "proceeds benefit the Park Improvement Fund"). It is important to realize that the fundraising aspect of this idea is less significant than the promotional value. Many park visitors would delight in purchasing note cards to send to their friends which depicts their favorite park bench or their favorite fishing spot.

3. Develop a Bureau of Parks and Recreation web site. In addition, improve existing information on the Internet (web pages for Laurel Highlands Visitors Bureau, e.g.). It is recognized that others developed these pages, but improvements need to be made since County park facilities are listed. Specific improvements for the Laurel Highlands site include the following:
  - a. On the Trails and Nature Preserves page, some County parks were omitted, and some listings are incomplete.
  - b. Consider adding maps of the Five Star Trail and the Yough River Trail; trail access areas should be prominently displayed.
  - c. On the Lakes page, the listings are likewise incomplete.
  - d. Consider adding the County-wide Parks, Trails and Greenways Master Plan as a separate map.
  - e. Consider adding an annual update of major efforts to pursue goals for the County-wide Parks, Trails and Greenways Master Plan. For example, announce the submittal for grants as they occur.

It should be noted that the web pages of the Youghiogheny River Trail ([www.youghrivertrail.com](http://www.youghrivertrail.com)) and the Allegheny Trail Alliance ([www.atatrail.org](http://www.atatrail.org)) are very well done. Samples of those web pages mentioned above with County park references are attached in Appendix L.

Explore and coordinate new informational opportunities on the Internet with other County services when computer services are improved.

4. Distribute County Park system information through the local municipalities, schools, Chambers of Commerce and other County-oriented service organizations. A sample newsletter is located in Appendix L.
5. Use community organizations, municipal recreation boards and non-profit recreation providers to assist with the definition and assessment of recreation programming opportunities.
6. Re-examine the current refund policy with respect to picnic pavilion reservations. A full money back guarantee ought to be considered to build better public relations. Agencies, which employ such a policy, find they do not really lose much revenue, and gain much by those rare cancellations due to unforeseen cancellations by groups. The offer to reschedule an alternative date due to inclement weather is also a public relations effort. However, most groups operate their event even during inclement weather, since so many people are usually involved. Consequently, no refund is usually involved.

### D. Roles Management

1. Adjust the Bureau's existing organization to reflect its new roles and responsibilities. Add professional, administrative and operational skills to accommodate increased fund-raising, facility planning, technical assistance, programming and promotion. Outlined below are two strategies to guide the Bureau's organizational adjustments. The strategies reflect incremental changes and are characterized by two points in time: Short-Term and Long-Term. These adjustments should only occur when practical for the County Commissioners and County government.

- a. Short-Term

The short-term organizational adjustments, including staff additions and increased maintenance budget allocations, have been designed in relationship to the Bureau's increases in environmental, family-related and senior programming.

Outlined in the following tables are the specific staffing requirements, general budget allocations, responsibilities and administrative assumptions. New staff positions and suggested salaries are summarized in Table 21: Short-Term Overall Staff Budget Summary. Please refer to the previous Elements for the detailed descriptions of the new staff

positions and Chapter 4 for a comparison with the Bureau's existing staff, budget and organizational structure.

### Short-Term Staff Adjustments

#### Additional Personnel

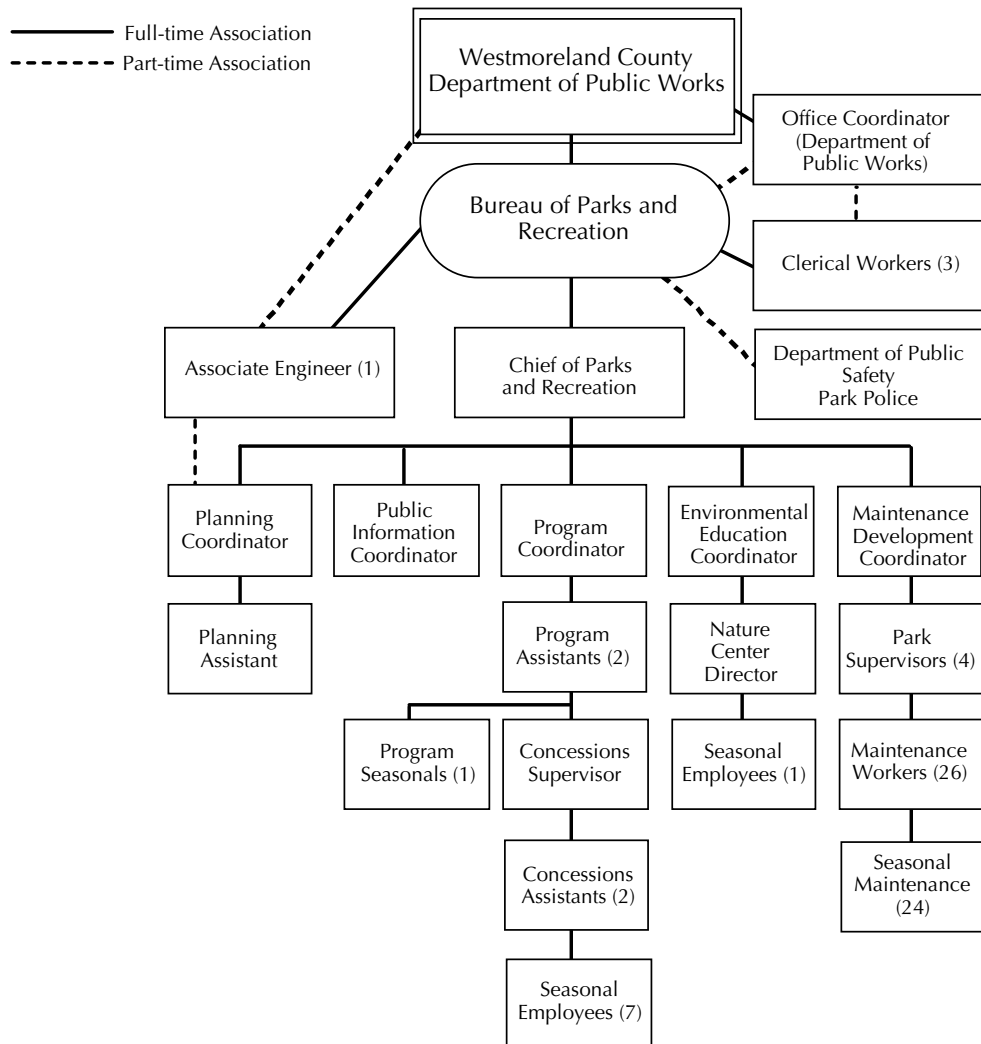
- *Chief of Parks and Recreation* – reports directly to the Director of Public Works; primary responsibilities will focus on funding and sponsorships, inter-governmental activities and Bureau budget concerns; (1) of the existing Coordinators most likely will be promoted to the new position.
- *Environmental Education Coordinator* –see page 6-16.
- *Public Information Coordinator* – see page 6-17.
- *Program Assistant* – same responsibilities as existing position; assumes that there will be a significant increase in annual program hours and program diversity.
- *Planning Assistant* – focus should be on trails planning, technical support for municipalities.
- *Maintenance Workers (2)* – enhance current maintenance standards for existing facilities.
- *Clerical* – entry level typist/reservationist; assumes that there will be significant increase in annual program hours and program diversity.

#### Relocated/Repositioned Personnel

- *Associate Engineer* – (1) existing engineer will be relocated to the Department of Public Works; the other engineer will remain with the Bureau.

- Park Police – The Bureau will continue to contract the Park Police through the Department of Public Safety. It is recommended, however, that the Bureau seek to be rebated for the police hours spent addressing non-park related incidents. For simplicity, it is recommended that the percent of time spent at other county facilities be calculated from the previous year’s records and be adjusted for budget purposes at each year’s end. Table 21: Short-Term Overall Staff Budget Summary reflects a 40% reduction of costs associated with the Park Police, to approximate the amount of time spent at facilities other than County parks.

**Figure 28**  
**Short-Term Organizational Structure**



**Table 21**  
**Short-Term Overall Staff Budget Summary**

Bureau Organization				
Staffing		Position	General Roles/Responsibilities	
	Professional Staff	<i>Chief of Parks and Recreation</i>	\$50,000	Fund raising, public contact, Bureau administration and project/program coordination
		Planning Coordinator	\$46,129	Trails and park planning and development, municipal technical assistance and coordination
		Maintenance & Development Coordinator	\$54,386	Remains as is
		Program Coordinator	\$38,239	Major event planning and park and recreation programming
		Program Assistant	\$24,723	Remains as is
		<i>(1) Associate Engineer</i>	\$29,440	Remains as is
		Nature Center Director	\$31,393	Remains as is
		<i>Environmental Education Coordinator</i>	\$33,000	Environmental education programming, joint Bureau/school programs
		<i>Planning Assistant</i>	\$23,000	Annual Bureau reporting, comprehensive plan implementation; park planning and development
		<i>Public Information Coordinator</i>	\$30,000	Marketing, public relations, grant writing and fund raising assistance
		<i>Program Assistant</i>	\$24,000	Same as existing
		<i>(4) Park Supervisors</i>	\$132,000	Same as existing
	Maintenance Staff	\$40,000 increase	\$736,219	
	Office Staff	(2) Clerical	\$43,000	
		<i>Clerical</i>	\$15,000	
Park Police	Existing Park Police system (with evening hours (seasonal) in the (4) major parks	\$180,000		
	Staff Costs	\$1,490,529		



b. Long-Term

As identified through the Plan's background analyses and the county benchmark comparisons, the Bureau's management from within the Department of Public Works has some negative impacts on the operation of parks and the delivery of recreation services. As was illustrated by the county benchmark comparisons, the scope of services for parks and recreation is significantly large enough to command a director's full-time attention. Park and recreation activities, for example, require constant work on funding issues. The seeking of annual grant opportunities and the incumbent nurturing of State level relationships as well as the cultivation of private-sector funding are two primary tasks that should be a devoted task of a parks director. While the Bureau's existing division heads (coordinators) now attempt to address these areas, they do so independently; that is trail funding and park renovation funding are managed by different individuals in the Bureau. The fact is, the funding source in Harrisburg is often the same. A County department devoted exclusively to parks and recreation could centralize these efforts.

### Long-Term Staff Adjustments

#### Promoted Personnel

- *Director of Parks and Recreation* – former Bureau Chief promoted to Director; reports directly to the County Commissioner; primary responsibilities will focus on funding and sponsorships and inter-governmental activities.

#### Additional Personnel (in addition to Short-Term adjustments)

- *Program Assistant* – same responsibilities as existing position; assumes that there will be a significant increase in annual program hours and program diversity.
- *Planning Assistant* – same responsibilities as existing position; assumes that there will be a significant increase in trails development, County park acreage and municipal coordination.
- *Park Supervisor* – same responsibilities as existing position; assumes that there will be additional County park acreage.
- *Maintenance Workers (2)* – enhance current maintenance standards for existing facilities.

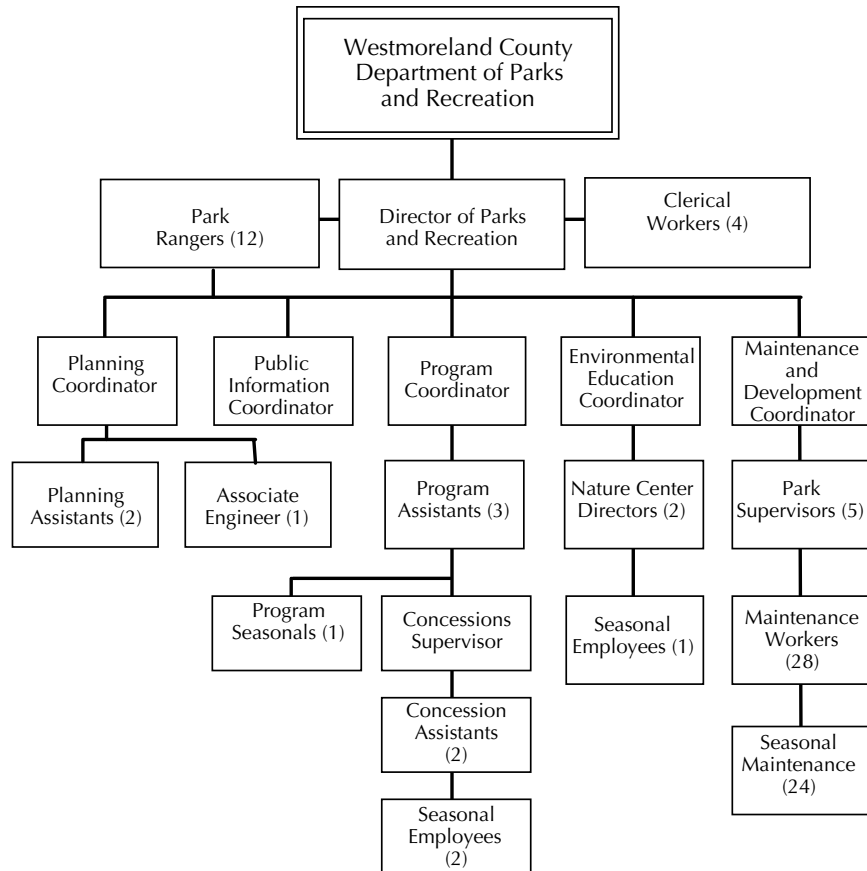
- *Clerical* – entry level typist/reservationist; assumes that there will be significant increase in program hours, program diversity and park activities.

Relocated/Repositioned Personnel

- Park Police – it is recommended that the public safety and policing functions be integrated into the expanded park and recreation agency. This integration will allow the police to focus directly on park related issues and will provide the Department of Parks and Recreation more flexibility in scheduling, defining duties and payroll budgeting. It has been estimated that twelve (12) Park Rangers will be added to the Department of Parks and Recreation.

**Figure 29**  
**Long-Term Organizational Structure**

———— Full-time Association



**Table 22**  
**Long-Term Overall Staff Budget Summary**

Department Organization			
	Department of Parks and Recreation		General Roles/Responsibilities
Professional Staff	<i>Director of Parks and Recreation</i>	\$60,000	Fund raising, public contact, Commissioner reports, Department administration and project/program coordination
	Planning Coordinator	\$46,797	Trails and park planning and development, municipal technical assistance and coordination
	Maintenance & Development Coordinator	\$56,225	Remains as is
	Program Coordinator	\$39,532	Major event planning and park and recreation programming
	Program Assistant	\$24,723	Remains as is
	<i>(1) Associate Engineer</i>	\$29,440	Remains as is
	Nature Center Director	\$32,454	Remains as is
	<i>Environmental Education Coordinator</i>	\$33,000	Environmental education programming, joint Department/school programs and Nature Center/Nature Park planning and development
	<i>(2) Planning Assistants</i>	\$46,000	Annual Department reporting, comprehensive plan implementation, trail and park planning and development, program assistance when necessary
	<i>Public Information Coordinator</i>	\$30,000	Marketing, public relations, grant writing and fund raising assistance
	<i>(2) Program Assistants</i>	\$48,000	Same as existing
	<i>Nature Center Director</i>	\$30,000	Same as existing
	<i>(5) Park Supervisors</i>	\$165,000	Same as existing
Maintenance Staff	<i>\$80,000 increase</i>	\$776,219	
Office Staff	<i>(2) Clerical</i>	\$43,000	
	<i>(2) Clerical</i>	\$30,000	
Park Police	<i>(12) Part-time park rangers (emphasis on security) stationed at (4) major parks</i>	\$360,000	
	Staff Costs	\$1,850,390	

2. Define clear roles for park and recreation providers as well as create a County-wide network for recreation and open space providers. The concept of integrated parks and open space relies on each provider pulling its own weight. Consequently, each provider should concentrate its resources on meeting its own responsibilities and obligations.

**Table 23**  
**Responsibilities Matrix**

Park Classification	Municipality	School District	County	State	Federal	Private Sector	Quasi-Public (conservancies, etc.)
Neighborhood Park	●	□	□			□	
Community Park	●	□	□			□	□
Metropolitan Park	□		●				□
Regional Park			●	●			
Preserve			●	●	●		●
Special Activity		●	□	●	●	●	□
Trail	□	□	●	□	□		●
Greenway Corridor	□	□	●	□	□		●

● = Primary Responsibility

□ = Cooperative Responsibility

3. Establish a Citizen Advisory Board to assist the County Commissioners and the County's Bureau of Parks and Recreation conceptualize, review and refine long-term planning initiatives and funding strategies. Many park and recreation agencies use citizen advisory groups to pursue and protect the long-term goals.

These volunteer advisory bodies typically meet with agency leadership on a regular basis, usually monthly, year-round. As an advisory group, they make recommendations to the elected officials on matters of budget and policy, as well as provide citizen input about public relations. It is important that the

citizen advisory group remain as apolitical as possible. They should apply, be interviewed, and be appointed by the County Commissioners to terms on a regional basis. The elected officials should be reminded about the importance to appoint citizens who exhibit a wide range of interests, not just a single interest area. Term limits are advisable; a maximum of two 3-year terms is recommended.

While this layer of decision-making will create more time for the Bureau's Staff to prepare reports and attend meetings, the end results will outweigh the inconvenience. The only danger of this kind of committee is the assumption of some committee members about their responsibility; that is, their input is advisory not policy-making. It will be imperative for the Staff to conduct an orientation for each new appointee to the committee to be certain to be precise about their advisory task. The Pennsylvania Department of Conservation and Natural Resources can provide materials about citizen advisory boards; these materials are very helpful to train appointed citizens about their responsibilities and to help staff understand how to best use these bodies.

4. Upgrade the Bureau of Parks and Recreation's computer capabilities to permit Internet access and Geographic Information System (GIS) use and expansion. Presently, computers are used for very basic functions such as for budget preparation/monitoring and word document preparation. Internet services are not available to key staff, barring them from accessing valuable research and communication avenues. In addition, a significant portion of this Plan was produced using GIS software and should be made available to the Bureau Staff.

Presumably, the entire County is studying computer expansion options for all departments; if not, the Bureau needs to begin lobbying for greater computer services through budget requests. The deficiencies in computer services among recreation and park agencies is not unusual, since local and county governments are often the last groups to add costly systems. For example, Butler County and numerous municipalities in the region are still struggling to add computer services. But, even many other small agencies are now implementing basic computer programs to speed services and communicate with the growing computer-literate public.

5. Pursue alternative funding sources to finance the control and development of park facilities and programs by using corporate gifts, grants and cooperative agreements with the private-sector. Alternative sources of funding can be

used for land acquisition, planning and cooperative activities. The alternative funding sources include the following philanthropic foundations:

- The Laurel Foundation
- The USX Foundation
- The Richard King Mellon Foundation
- The Pittsburgh Foundation
- The H. J. Heinz Company Foundation
- The Roy A. Hunt Foundation
- The Alcoa Foundation
- The Turner Foundation

The alternative revenue sources should be used as a compliment to the Bureau's existing grant sources. These existing sources should be used primarily to finance County park facility improvements. Existing sources include:

- Community Development Block Grant
- Pennsylvania Keystone Funding Program
- TEA-21 (The Transportation Equity Act)
- The Pennsylvania Recreational Trails Program
- The Pennsylvania Rails to Trails Program
- The Pennsylvania Conservation Corps
- Growing Greener
- American Greenways DuPont Awards
- Pennsylvania Urban and Community Forestry Council
- Conservation and Reinvestment Act (CARA)

It should be noted that funding for some of the Plan's recommendations, particularly most of the new personnel, ought to be borne by county tax resources. While a circuit rider might be an avenue to assist one of the positions, the county needs to fund the Public Information Coordinator, the Planning Assistants, and additional Maintenance staff on a long-term basis. The same is true for adding restrooms in parks; the initial expense to design and build them may be able to be shared with other funding sources. But the on-going maintenance expenditure to keep them usable for families visiting the parks ought to be funded through tax sources. These are the commitments necessary to continue to operate a professional park and recreation department in the future; they need to be anchored in a safe funding base. See Appendix E for detailed descriptions of funding sources.

6. Create a County-wide Adopt-a-Park program that encourages private organizations and municipal groups to aid in municipal and County park maintenance and to join in park safety efforts.
7. Charge the County's Bureau of Parks and Recreation with the responsibility to measure progress of the **Parks Horizons'** implementation by preparing annual status reports.
8. Update the Bureau's job descriptions with respect to Coordinators, Coordinator's Assistants and Maintenance workers. All job descriptions are contained in Appendix F. Specific refinements include:
  - a. The descriptions for Maintenance Worker I, III, and IV contain no reference to work in parks and even note their department and supervisor to be under Roads. (Note: the Maintenance Worker II does reference work in parks). These descriptions need to be updated to correct these omissions. (The tests for Maintenance Workers do contain park related tasks, so no change is recommended.)
  - b. No reference to trails are noted for either the Planning Coordinator nor the Program Coordinator, despite their considerable time devoted to this effort.
  - c. The job descriptions for Assistant Program Coordinator and Boating Attendant needs an Equal Opportunity Employer statement added.
9. Encourage local municipalities to create recreation boards/commissions and to develop on-going working relationships with the boards/commissions.
10. Create a conservation program (via voluntary land dedication, steep slope and flood plain ordinance, financial incentive, direct purchase) to protect the following environmentally sensitive lands and critical open space areas.
11. Work with the County Commissioners to revise the seasonal appointments program. The appointments and site assignments should be based on need.
12. Adjust the salaries of the County Bureau's professional staff to remain competitive with comparable county agencies. The salary of the Assistant Program Coordinator is far lower than other comparable agencies. The salaries for Program Coordinator and Planning Coordinator are also recommended to be slightly increased.

13. Promote regionalization of neighborhood and community parks, under the guidance of the County’s Bureau of Parks and Recreation. The Bureau should encourage local municipalities to combine facilities, programs and services/provisions, etc...
14. Work with other State and County agencies to develop cooperative efforts and coordinate planning/development activities.
15. Work with the Westmoreland Farm Preservation Program to optimize the location and proximity of Agricultural Security Areas, park and recreation facilities and open space conservation/preservation areas.
16. Continue the working agreements with Pennsylvania’s Game Commission and Fish and Boat Commission to manage fish and game populations within the County Park and open space areas.
17. Coordinate the activities of competing user groups with respect to County Park and recreation assets and natural resources.

**E. Implementation Plan**

Westmoreland County can only accomplish the proposed plan through a series of phases. Assigning time frames and parties responsible for completing the Blueprint’s tasks enables the County to determine appropriate focus, staffing and budgetary commitments. At times, the County can strive to meet the needs only as the opportunity is presented. In general, the time frames are as follows:

Short-Term	Immediate to three (3) years
Intermediate-Term	From three (3) to seven (7) years
Long-Term	Greater than 7 years
On-Going	No defined time-frame.

**Short-Term Recommendations**

ID	Plan Element	Actions and Strategies	Primary Responsibility	Page
A	Roles Management	Adjust the Bureau’s existing organization and structure to reflect its new roles and responsibilities.	County Commissioners and County Bureau of Parks	6-21
B	Programs	Increase annual the Bureau of Parks and Recreation budget allocations for programming.	County Bureau of Parks	6-15



### Short-Term Recommendations continued

C	Parks, Trails and Open Space	Proceed with County park facility improvements based on the following priorities: 1) Existing Park Maintenance; 2) Targeted New Facilities within Existing Parks; and 3) New Trails.	County Commissioners and County Bureau of Parks	6-5
D	Parks, Trails and Open Space	Enhance the County Bureau of Parks and Recreation’s current service approach with respect to park maintenance and operations by increasing the current annual maintenance budget by \$40,000.	County Commissioners and County Bureau of Parks	6-5
E	Parks, Trails and Open Space	Provide full-service restrooms in selected areas of the County’s four major parks.	County Bureau of Parks	6-5
F	Roles Management	Establish a Citizen Advisory Board to assist the County Commissioners and the County’s Bureau of Parks and Recreation.	County Bureau of Parks	6-28
G	Parks, Trails and Open Space	Adopt a County-wide Parks, Trails and Greenways Master Plan.	County Commissioners and County Bureau of Parks	6-5
H	Roles Management	Define clear roles for park and recreation providers.	County Commissioners and County Bureau of Parks	6-28
I	Parks, Trails and Open Space	Create a 5-Year Comprehensive Management Plan for each County Park.	County Bureau of Parks	6-5
J	Promotion	Initiate a marketing and promotion campaign to increase and expand public awareness and education.	County Bureau of Parks	6-17
K	Roles Management	Charge the County’s Bureau of Parks and Recreation with the responsibility to measure progress of the Parks Horizons’ implementation by preparing annual status reports.	County Commissioners and County Bureau of Parks	6-31
L	Programs	Increase annual park visitation at Mammoth Park and Old Hanna’s Town through targeted programming and marketing.	County Bureau of Parks	6-13
M	Parks, Trails and Open Space	Develop a publicly accessible trail and greenway resource database and establish a set of coordination guidelines that outline policies, procedures and timetables.	County Bureau of Parks	6-7
N	Parks, Trails and Open Space	Adopt “linear park” classifications, criteria and design standards to guide the development of trail, greenway and blueway projects.	County Commissioners and County Bureau of Parks	6-7

### Short-Term Recommendations continued

O	Parks, Trails and Open Space	Convert underutilized active recreation and support facilities in all park and recreation facilities, County-wide to passive open space areas.	County Bureau of Parks and individual municipalities	6-8
P	Parks, Trails and Open Space	Provide for County-wide future park and recreation needs by adopting a proactive approach to securing and/or controlling land.	County Bureau of Parks and individual municipalities	6-8
Q	Parks, Trails and Open Space	Prepare a Forest Stewardship Plan for each County Park's woodlands or open space facility.	County Bureau of Parks	6-9
R	Parks, Trails and Open Space	Incorporate native xeriscape (drought resistant) landscape treatments in the passive open space areas of all parks.	County Bureau of Parks	6-9
S	Parks, Trails and Open Space	Institutionalize criteria and a process with which to evaluate the long-term feasibility of new park, trail and open space proposals.	County Bureau of Parks	6-9
T	Parks, Trails and Open Space	Survey all County Park boundaries and develop a marker system for property identification.	County Bureau of Parks	6-10
U	Promotion	Hire a qualified Public Information Coordinator for the County's Bureau of Parks and Recreation.	County Commissioners and County Bureau of Parks	6-17
V	Programs	Develop new "family-related" concepts for future park programming at County Park facilities.	County Bureau of Parks	6-13
W	Programs	Create additional programs for seniors at all County Park facilities.	County Bureau of Parks	6-14
X	Roles Management	Update the Bureau's job descriptions with respect to Coordinators, Coordinators' Assistants and Maintenance workers.	County Bureau of Parks	6-31
Y	Promotion	Develop a Bureau of Parks and Recreation web site.	County Bureau of Parks	6-20
Z	Promotion	Re-examine the current refund policy with respect to picnic pavilion reservations.	County Bureau of Parks	6-21

### Intermediate Term Recommendations

ID	Plan Element	Actions and Strategies	Primary Responsibility	Page
A	Roles Management	Pursue alternative funding sources to fund the control and development of park facilities and programs by using corporate gifts, grants and cooperative agreements with the	County Bureau of Parks	6-29

**Intermediate Term Recommendations** *continued*

B	Programs	Increase the County Bureau of Parks and Recreation’s annual programming hours.	County Commissioners and County Bureau of Parks	6-13
C	Roles Management	Create a County-wide Adopt-a-Park program that encourages private organizations and municipal groups to aid in municipal and County park maintenance and to join in park safety efforts.	County Bureau of Parks, municipalities and community groups	6-31
D	Roles Management	Encourage local municipalities to create recreation boards/commissions and to develop on-going working relationships with the boards/commissions.	County Commissioners and County Bureau of Parks	6-31
E	Roles Management	Work with the County Commissioners to revise the seasonal appointments program.	County Commissioners and County Bureau of Parks	6-31
F	Roles Management	Adjust the salaries of the Count Bureau's professional staff to remain competitive with the comparable county agencies.	County Commissioners and County Bureau of Parks	6-31

**Long-Term Recommendations**

ID	Plan Element	Actions and Strategies	Primary Responsibility	Page
A	Roles Management	Create a conservation program (via voluntary land dedication, steep slope and flood plain ordinances, financial incentive, direct purchase) to protect environmentally sensitive lands and critical open space areas.	County Commissioners and County Bureau of Parks	6-31
B	Parks, Trails and Open Space	Encourage municipalities that are adjacent to existing or planned greenways to revise their zoning and subdivision regulations in order to discourage development on slopes greater than 25%.	County Commissioners	6-11
C	Roles Management	Promote regionalization of neighborhood and community parks, under the guidance of the County's Bureau of Parks and Recreation.	County Commissioners	6-32

**Long-Term Recommendations** continued

D	Parks, Trails and Open Space	Seek to open for public use, the water reservoirs and associated lands owned by the County's quasi-public municipal authorities and utilities.	County Bureau of Parks and various Municipal Authorities of Westmoreland County	6-11
E	Programs	Survey County residents every eight (8) years to obtain up-to-date information regarding recreational preferences and opinions.	County Bureau of Parks	6-17

**On-Going Recommendations**

ID	Plan Element	Actions and Strategies	Primary Responsibility	Page
A	Promotion	Distribute County Park system information through the local municipalities, schools, Chambers of Commerce and other County-oriented service organizations.	County Bureau of Parks	6-21
B	Roles Management	Work with other State and County agencies to develop cooperative efforts and coordinate planning/development activities.	County Bureau of Parks	6-32
C	Parks, Trails and Open Space	Emphasize the ADA accessibility improvements and continue to make ADA-related capital improvements.	County Bureau of Parks	6-12
D	Roles Management	Work with the Westmoreland Farm Preservation Program to optimize the location and proximity of Agricultural Security areas.	County Bureau of Parks and Westmoreland Farm Preservation Program	6-32
E	Promotion	Use community organizations, municipal recreation boards and non-profit recreation providers to assist with the definition and assessment of recreation programming opportunities.	County Bureau of Parks	6-21
F	Roles Management	Continue the working agreements with Pennsylvania's Game Commission and Fish and Boat Commission to manage fish and game populations within the County park and open space areas.	County Bureau of Parks	6-32
G	Parks, Trails and Open Space	Monitor, through the County Bureau of Parks and Recreation, the availability of railroad rights-of-way and utility corridors as related to the County-wide Parks, Trails and Greenways Master Plan.	County Bureau of Parks	6-12

**On-Going Recommendations** continued

H	Parks, Trails and Open Space	Develop a system of park facilities and open spaces that balance active recreation (ballfields, etc.), support facilities (roads, parking, etc.) and passive open space areas.	County Bureau of Parks and individual municipalities	6-12
I	Programs	Control the use and frequency of Sewickley Creek Wetlands and the Ann Rudd Saxman Nature Park.	County Bureau of Parks	6-17
J	Parks, Trails and Open Space	Provide periodic updates to the County's Comprehensive Park, Recreation and Open Space Plan.	County Bureau of Parks	6-12
K	Roles Management	Coordinate the activities of competing user groups with respect to County Park and recreation assets and natural resources.	County Bureau of Parks	6-32
L	Parks, Trails and Open Space	Identify natural resources (steep slopes wetlands) that require protection or enhancement, classify their condition and develop management guidelines.	County Commissioners, County Bureau of Parks and Westmoreland Conservation District	6-12
M	Parks, Trails and Open Space	Consider private development of major recreation and ancillary facilities (i.e. concessions, amphitheaters, etc.) when evaluating long-term opportunities.	County Bureau of Parks and individual municipalities	6-12
N	Roles Management	Upgrade the Bureau's computer capabilities to permit Internet access and Geographic Information System (GIS) use and expansion.	County Bureau of Parks	6-29