

## REQUEST FOR PROPOSAL (RFP) Planning Projects

### ANNOUNCEMENT

#### REQUEST FOR PROPOSAL (RFP)

#### **NORTH STRABANE TOWNSHIP COMPREHENSIVE RECREATION, PARKS AND OPEN SPACE PLAN**

The **Parks and Recreation Director** of **North Strabane Township**, Pennsylvania is accepting proposals for a one-time contract to perform certain professional services work for North Strabane Township for to provide guidance for management and maintenance of parks, open spaces and programs. The plan will serve to analyze the existing facilities and operations in North Strabane Township and develop recommendations to utilize other township properties, analyze potential expansion, consider improvements in operations, and provide costs for key improvements related to department structures, staffing, and capital improvements. Information is attached outlining requirements for proposal submission, evaluation criteria, and the proposed contract.

Sealed proposals: Nine (9) copies must be received by **Matthew Cunningham, Parks and Recreation Director** at **1929 Route 519** no later than **August 31, 2022**. If mailed, the proposal should be addressed to:

**NST Comprehensive Recreation, Parks, and Open Space Plan**  
**ATT: Parks and Recreation Director**  
**1929 Route 519**  
**Canonsburg, PA 15317**

If additional information is needed, please contact **Matthew Cunningham, Director of Parks & Recreation** at **724-338-4111**

The RFP is available on the North Strabane Township website: [www.northstrabanetwp.com](http://www.northstrabanetwp.com)

## TABLE OF CONTENTS

### RFP FOR **NORTH STRABANE TOWNSHIP COMPREHENSIVE RECREATION, PARKS AND OPEN SPACE PLAN**

#### **North Strabane Township**

- Section 1. BACKGROUND
- Section 2. GENERAL TERMS
- Section 3. SCOPE OF WORK
- Section 4. CONSULTANT QUALIFICATIONS
- Section 5. REQUIRED SUBMITTALS
- Section 6. EVALUATION CRITERIA
- Section 7. CONTRACT FOR PROFESSIONAL SERVICES (Form)

#### Appendices to Contract:

- Appendix A: Nondiscrimination/Sexual Harassment Clause
- Appendix B: Scope of Work

NOTE: The term "proposer" or "firm" in this RFP means the person or firm making a proposal based on the RFP.

## SECTION 1. BACKGROUND

North Strabane Township is a residential community home to more than 15,000 people. North Strabane Township is located approximately 18 miles southwest of Pittsburgh and 5 miles northeast of Washington, Pennsylvania. The Township is 28 square miles and is a rapidly growing bedroom community with a population of approximately 15,700 for 2020. The Township is serviced by an ideal highway network consisting of Interstate 79, Interstate 70 and U.S. Route 19. Major transportation services include the Pittsburgh International Airport and various regional and local mass transit systems, all located within a 15 miles radius. Due to the prime location of the Township, major residential and commercial development continues to occur at an explosive pace. North Strabane Township is the fastest growing municipality in Washington County, and experienced a 64% increase in population between 1990 to 2010. Development over the last fifteen years has resulted in an average increase in real estate assessed valuation of five to six million dollars annually. New housing starts over the same period have averaged about 100-125 per year.

The Board of Supervisors is the governing body of North Strabane Township. The Board is comprised of five members elected at large who serve for staggered six-year terms. The powers and duties of the Supervisors are specifically set forth and delegated under the second class Township Code. These include, in part, adoption of the annual budget, imposition of tax rates, regulation of public safety and health, maintenance of streets and roads, and the adoption of land use, subdivision and zoning regulations. The board vests the day-to-day operations of the Township with an appointed Township Manager. The Manager oversees all operational and administrative functions of the Township, including supervision of the Director of Parks and Recreation.

The Director oversees the maintenance and operations of all the Township's park facilities, primarily North Strabane Park and Alexander Playground. As part of this project the Township plans to study the viability of expansion of these existing facilities, as well as, studying the potential addition of new properties and amenities into the Parks and Recreation system.

This project is partially funded by a grant from the Community Conservation Partnerships Program administered by the Pennsylvania Department of Conservation and Natural Resources (DCNR), Bureau of Recreation and Conservation (Bureau). The Bureau has certain requirements and standards that must be met by North Strabane Township and its contracted consultant. This Request for Proposal (RFP) has been prepared in accordance with Bureau requirements and standards. The Bureau will monitor the project and certain documents will be subject to Bureau review and approval.

The DCNR Grant Agreement number is **BRC-TAG-27-90**.

## SECTION 2. GENERAL TERMS

- North Strabane Township reserves the right to reject any or all proposals and to select the proposal that it determines to be in the best interest of the Township.
- The contract is subject to the approval of **the North Strabane Township Board of Supervisors** and is effective only upon their approval.
- Proposers are bound by the deadline and location requirements for submittals in response to this RFP as stated above.
- Proposals will remain effective for **North Strabane's** review and approval for 60 days from the deadline for submitting proposals.

- If only one proposal is received by North Strabane, it may negotiate with the proposer or seek additional proposals on an informal or formal basis during the 60-day period that proposals are effective.
- The proposer is encouraged to add to, modify, or clarify any scope of work items it deems appropriate to develop a high-quality plan at the lowest possible cost. All changes should be identified with explanation. However, the scope of work proposed must accomplish the goals and work stated below.

### SECTION 3. SCOPE OF WORK

#### **SEE APPENDIX B – SCOPE OF WORK**

### SECTION 4. CONSULTANT QUALIFICATIONS

#### **General Consultant Qualifications**

Regardless of the planning project type, the lead consultant or consultant team must have documented experience in the following:

- A. Leadership and successful completion of planning studies of the project type funded by the grant.
- B. Development and implementation of public participation processes such as public meetings with elected officials and stakeholders, study committee meetings, focus group meetings, key person interviews, public surveys, etc.
- C. Development of planning documents and design for public park and recreation facilities/areas.
- D. Development of policies and procedures for the management, operation, and maintenance of public park and recreation facilities/areas.
- E. Effective communication of recommendations and implementation strategies to elected officials, non-profit organizations, and stakeholders.

#### **Park and Recreation Practitioner Requirement**

For certain planning project types outlined below, the Bureau requires a Park and Recreation Practitioner, preferably holding a Certified Park & Recreation Professional (CPRP) certification with a minimum of three (3) years of experience, to be a member of the consultant team. Generally, the role of the practitioner is to advise the grantee of current park and recreation management, operation, and maintenance practices and formulate appropriate recommendations.

The practitioner's minimum role should include:

- Attendance at study committee meetings.
- Involvement in the public participation process such as public meetings with elected officials and stakeholders, study committee meetings, focus group meetings, key person interviews, public surveys, etc.
- Evaluation of all existing park and recreation sites and those considered for potential acquisition.
- Preparation and review of the draft plan and final plan. The Bureau requires written review comments from the practitioner.

#### **Project Specific Consultant Qualifications**

#### **Comprehensive Park, Recreation, and Open Space Plan (CPROS)**

Comprehensive Park, Recreation, and Open Space Plans are typically developed by a team of professionals that include community planners, landscape architects, and park and recreation professionals. At least one member of the consultant team must be a park and recreation practitioner, preferably holding a Certified Park & Recreation Professional (CPRP) certification with a minimum of three (3) years of experience in the administration, planning, development, and maintenance of a comprehensive park and recreation system.

## SECTION 5. REQUIRED SUBMITTALS

### A. Letter of Transmittal

This letter must include the following:

- A statement demonstrating your understanding of the work to be performed.
- A statement confirming that the firm meets the Consultant Qualifications (see Section 4 above).
- The firm's contact person and telephone number.

### B. Profile of Firm

This consists of the following:

- A statement of the firm's experience in conducting work of the nature sought by this RFP; advertising brochures may be included in support of this statement.
- The location of the firm's office that will perform the work.
- Resumes of individuals (consultants, employees) proposed to conduct the work and the specific duties of each in relation to the work. DCNR requires that the project consulting team have the minimum qualifications outlined in Section 4 Consultant Qualifications.
- A reference list of other municipal clients of the firm with contact information.
- Any other information relating to the capabilities and expertise of the firm in doing comparable work.

### C. Methods and Procedures

The proposal must include a detailed description of the methods and procedures the firm will use to perform the work. Inclusion of examples of similar work is encouraged.

### D. Work Schedule

The schedule must include time frames for each major work element, target dates for public meetings, and dates for completion of draft and final documents.

### E. Cost

For each major work element, the costs must be itemized showing:

- For each person assigned to the work, the title/rank (organizational level) of the person in the organization, the hourly rate, and the number of hours to be worked

- The reimbursable expenses to be claimed

The itemized costs must be totaled to produce a contract price. If awarded a contract, a proposer is bound by this price in performing the work. The contract price may not be exceeded unless the contract is amended to allow for additional costs.

If awarded a contract, the firm may not change the staffing assigned to the project without approval by North Strabane. However, approval will not be denied if the staff replacement is determined by North Strabane to be of equal ability or experience to the predecessor.

The method of billing must be stated. The preferred practice of North Strabane is to pay upon completion of the work and receipt of the required report. However, North Strabane will consider paying on a periodic basis as substantial portions of the work are completed. Regardless of the billing method used, a minimum of 10% of the DCNR Grant Award will be withheld until the final product is approved by DCNR and all project costs are paid in full.

F. Contract

The contract form and DCNR “Nondiscrimination/Sexual Harassment Clause” is provided in Section 7. DCNR requires that the “Nondiscrimination/Sexual Harassment Clause” be incorporated and/or attached to the contract in its entirety.

## SECTION 6. EVALUATION CRITERIA

A. Technical Expertise and Experience

The following factors will be considered:

- The firm's experience in performing similar work
- The expertise and professional level of the individuals assigned to conduct the work
- The clarity and completeness of the proposal and the firm's demonstrated understanding of the work to be performed

B. Procedures and Methods

The following factors will be considered:

- The techniques for collecting and analyzing data
- The sequence and relationships of major steps
- The methods for managing the work to ensure timely and orderly completion

C. Cost

The following factors will be considered:

- The number of hours of work to be performed
- The level of expertise of the individuals proposed to do the work.

D. Oral presentation

Any or all firms submitting proposals may be invited to give an oral presentation of their proposal.

**SECTION 7. CONTRACT FOR PROFESSIONAL SERVICES**

A proposed contract is included for review. If it is satisfactory to the firm, it should be completed, executed, and submitted with the proposal. If the firm prefers an alternative contract, the firm may submit it as a part of the proposal submission. However, North Strabane reserves the right to enter into the enclosed contract with the successful firm or to negotiate the terms of a professional services contract.

**CONTRACT FOR PROFESSIONAL SERVICES**

This Contract is made and entered into this \_\_\_\_\_ day of \_\_\_\_\_, 20[\_\_\_], by and between North Strabane Township, Washington County, Pennsylvania, and \_\_\_\_\_ ("Consulting Firm").

WHEREAS, **North Strabane Township** desires to have certain one-time professional consulting work performed involving the development of a Comprehensive Recreation, Parks, and Open Space Plan;

WHEREAS, North Strabane Township desires to enter into a contract for this work pursuant to a Request for Proposals ("RFP") issued by North Strabane;

WHEREAS, the Consulting Firm desires to perform the work in accordance with the proposal it submitted in response to the RFP;

WHEREAS, the Consulting Firm is equipped and staffed to perform the work;

NOW, THEREFORE, the parties, intending to be legally bound, agree as follows:

**THE CONSULTING FIRM WILL:**

1. Provide professional consulting services in accordance with the RFP, its proposal in response to the RFP, and the Nondiscrimination/Sexual Harassment Clause, which is attached hereto and incorporated herein as Appendix A.
2. Obtain approval from the **North Strabane Township Board of Supervisors** for any changes to the staffing stated in its proposal. However, approval will not be denied if the staff replacement is determined by the **Township** to be of equal ability or experience to the predecessor.

**NORTH STRABANE TOWNSHIP WILL:**

1. Compensate the Consulting Firm based on the actual hours worked and actual reimbursable expenses for a total amount not to exceed \$\_\_\_\_\_.
2. Provide the Consulting Firm with reasonable access to **North Strabane's** personnel, facilities, and information necessary to properly perform the work required under this Contract.
3. Except as provided in item 4 below, make payment to the Consulting Firm within 30 days after receipt of a properly prepared invoice for work satisfactorily performed.
4. Make final payment of 10% of the funds available to the Consulting Firm under this Contract within 30 days after final product approval by the Department of Conservation and Natural Resources.

**IT IS FURTHER AGREED THAT:**

1. All copyright interests in work created under this Contract are solely and exclusively the property of **North Strabane Township**. The work shall be considered work made for hire under copyright law; alternatively, if the work cannot be considered work made for hire, the Consulting Firm agrees to assign and, upon the creation of the work, expressly and automatically assigns, all copyright interests in the work to North Strabane.

2. In the performance of services under this Contract, there shall be no violation of the right of privacy or infringement upon the copyright or any other proprietary right of any person or entity.
  
3. The Consulting Firm may terminate this Contract at any time upon giving North Strabane written notice of not less than 60 calendar days. North Strabane may terminate this Contract at any time if the Consulting Firm violates the terms of this Contract or fails to produce a result that meets the specifications of this Contract. In the event of termination of this Contract by either party, North Strabane shall within **30** calendar days of termination pay the Consulting Firm for all services rendered by the Consulting Firm up to the date of termination, in accordance with the payment provisions of this Contract.

In witness thereof, the parties hereto have executed this Contract on the day and date set forth above.

WITNESS:

\_\_\_\_\_

WITNESS:

\_\_\_\_\_

FOR NORTH STRABANE TOWNSHIP:

\_\_\_\_\_

TITLE: \_\_\_\_\_

FOR THE CONSULTING FIRM:

\_\_\_\_\_

TITLE: \_\_\_\_\_

**APPENDIX A  
NONDISCRIMINATION/SEXUAL HARASSMENT CLAUSE**

The Grantee agrees:

1. In the hiring of any employee(s) for the manufacture of supplies, performance of work, or any other activity required under the grant agreement or any subgrant agreement, contract, or subcontract, the Grantee, a subgrantee, a contractor, a subcontractor, or any person acting on behalf of the Grantee shall not discriminate by reason of race, gender, creed, color, sexual orientation, gender identity or expression, or in violation of the *Pennsylvania Human Relations Act* (PHRA) and applicable federal laws, against any citizen of this commonwealth who is qualified and available to perform the work to which the employment relates.
2. The Grantee, any subgrantee, contractor or any subcontractor or any person on their behalf shall not in any manner discriminate by reason of race, gender, creed, color, sexual orientation, gender identity or expression, or in violation of the PHRA and applicable federal laws, against or intimidate any of its employees.
3. Neither the Grantee nor any subgrantee nor any contractor nor any subcontractor nor any person on their behalf shall in any manner discriminate by reason of race, gender, creed, color, sexual orientation, gender identity or expression, or in violation of the PHRA and applicable federal laws, in the provision of services under the grant agreement, subgrant agreement, contract or subcontract.
4. Neither the Grantee nor any subgrantee nor any contractor nor any subcontractor nor any person on their behalf shall in any manner discriminate against employees by reason of participation in or decision to refrain from participating in labor activities protected under the *Public Employee Relations Act*, *Pennsylvania Labor Relations Act* or *National Labor Relations Act*, as applicable and to the extent determined by entities charged with such Acts' enforcement, and shall comply with any provision of law establishing organizations as employees' exclusive representatives.
5. The Grantee, any subgrantee, contractor or any subcontractor shall establish and maintain a written nondiscrimination and sexual harassment policy and shall inform their employees in writing of the policy. The policy must contain a provision that sexual harassment will not be tolerated and employees who practice it will be disciplined. Posting this Nondiscrimination/Sexual Harassment Clause conspicuously in easily-accessible and well-lighted places customarily frequented by employees and at or near where the grant services are performed shall satisfy this requirement for employees with an established work site.
6. The Grantee, any subgrantee, contractor or any subcontractor shall not discriminate by reason of race, gender, creed, color, sexual orientation, gender identity or expression, or in violation of the PHRA and applicable federal laws, against any subgrantee, contractor, subcontractor or supplier who is qualified to perform the work to which the grant relates.
7. The Grantee and each subgrantee, contractor and subcontractor represents that it is presently in compliance with and will maintain compliance with all applicable federal, state, and local laws and regulations relating to nondiscrimination and sexual harassment. The Grantee and each subgrantee, contractor and subcontractor further represents that it has filed a Standard Form 100 Employer Information Report ("EEO-1") with the U.S. Equal Employment

Opportunity Commission (“EEOC”) and shall file an annual EEO-1 report with the EEOC as required for employers’ subject to *Title VII of the Civil Rights Act of 1964*, as amended, that have 100 or more employees and employers that have federal government contracts or first-tier subcontracts and have 50 or more employees. The Grantee, any subgrantee, any contractor or any subcontractor shall, upon request and within the time periods requested by the Commonwealth, furnish all necessary employment documents and records, including EEO-1 reports, and permit access to their books, records, and accounts by the granting agency and the Bureau of Diversity, Inclusion and Small Business Opportunities for the purpose of ascertaining compliance with the provisions of this Nondiscrimination/Sexual Harassment Clause.

8. The Grantee, any subgrantee, contractor or any subcontractor shall include the provisions of this Nondiscrimination/Sexual Harassment Clause in every subgrant agreement, contract or subcontract so that those provisions applicable to subgrantees, contractors or subcontractors will be binding upon each subgrantee, contractor or subcontractor.
9. The Granter’s and each subgrantee’s, contractor’s and subcontractor’s obligations pursuant to these provisions are ongoing from and after the effective date of the grant agreement through the termination date thereof. Accordingly, the Grantee and each subgrantee, contractor and subcontractor shall have an obligation to inform the commonwealth if, at any time during the term of the grant agreement, it becomes aware of any actions or occurrences that would result in violation of these provisions.
10. The commonwealth may cancel or terminate the grant agreement and all money due or to become due under the grant agreement may be forfeited for a violation of the terms and conditions of this Nondiscrimination/Sexual Harassment Clause. In addition, the granting agency may proceed with debarment or suspension and may place the Grantee, subgrantee, contractor, or subcontractor in the Contractor Responsibility File.

Based on Management Directive 215.16 Amended (8/2/18)

**DCNR-2021-Gen**  
**Gen-GPM – 1 Rev. 8/18**

## **Comprehensive Recreation, Park, and Open Space Plan (CRPOS)**

### **A. PLAN PURPOSE, GOALS, AND OBJECTIVES**

The North Strabane Township comprehensive recreation, park, and open space plan will focus on the following areas:

1. Potential expansion of amenities offered at North Strabane Park;
2. How the 81 acres owned by the Township can best be incorporated into the parks system;
3. How to best utilize Borland Manor Parkette (a former community play-ground that is now open space);
4. How to best utilize Alexander Playground (a small community play-ground).

#### **1. Potential Expansion of North Strabane Park**

North Strabane Park was opened in 2015 and is home to the following amenities:

- McClelland Pavilion: Holds between 170-200 patrons and has an in-door kitchen;
- McDowell Pavilion: Holds between 170-200 patrons;
- Quail Acres Pavilion: Holds between 170-200 patrons;
- Borland Pavilion: Holds up to 40 patrons;
- Forman's Mill Pavilion: Holds up to 40 patrons;
- A full-size synthetic turf field;
- Four (4) Baseball Fields;
- Three (3) large playground areas;
- Two (2) outdoor basketball courts;
- 18 hole Frisbee Golf Course.

Questions:

- Should any new amenities be added?
- Do any existing facilities need to be updated or upgraded?

#### **2. How to best develop 81 acres in Eighty-Four?**

The Township owns 81 acres along Route 519 in Eighty-Four, PA. We expect to see continued growth in this area of the Township. Approximately 8 acres of the property have been utilized to construct a fire station. The residual 73 acres is presently a mixture of fields, streams, and forest.

Questions:

- Should the residual land be incorporated into the park system?
- If yes, what is the best use of the space?

#### **3. Borland Manor Parkette**

The Township owns this roughly 1.5 acre former community park. The lot was proposed to be sold in the fall of 2021. However, a large number of area residents attended a meeting and requested the land remain in the Township's possession and asking that we determine the best use of the land. The lot has two access points to Demar Blvd, a local road with close access to I-79. This parcel is located within a block of Borland Manor Elementary School and the Canon-Mac Intermediate Unit.

Questions:

- How can this land best be utilized?

#### **4. Alexander Playground**

Alexander Playground is located on a 0.5 acre lot in the village of Strabane at the corner of Alexander Ave. and Selwyn St. Current amenities include a swing set and outdoor basketball court.

Questions:

- What improvements can be made at this location?
- Should existing amenities be updated?

## **B. PUBLIC PARTICIPATION**

Public participation is required throughout the planning process to help determine and prioritize community needs. Public participation techniques are outlined in the Bureau's *Public Participation Guide* and below. Community involvement and engagement must prioritize diversity, equity, and inclusion to ensure feedback and recommendations that are comprehensive, appropriate, and accountable. The narrative must include a detailed summary of the public participation methods, results, and conclusions (i.e. areas of consensus and/or contention); raw data should be included in the appendix.

1. Public Participation shall include the following:
  - a. Study Committee– The study committee will meet a minimum of monthly with the consultant and will include the following individuals:
    - Lisa Sheehan, Chair of the Parks and Recreation Board
    - Michelle Quinn, Member of the Parks and Recreation Board
    - Matthew Cunningham, Director of Parks and Recreation
    - Emily Holmes, Elected Township Supervisor
    - Donald Progar, Community volunteer and long-time resident
    - Josh Hickman, resident, geologist, and local boy scout troop leader
    - Davis Garner, local High School student
    - Steve Glancy, Canon-Mac Youth Soccer, Past President
    - Jill Motzer, Community volunteer
  - b. Public Meetings – A minimum of two public work-shops will be held to interface the planning process with the public. Additionally, the consultant will submit the final Plan to the Parks and Recreation Board at one of their public meetings, before also presenting the Plan during a public meeting of the elected Board of Supervisors.
  - c. Key Person Interviews– The study committee will identify 15-20 individuals for key person interviews in consultation with the chosen consultant.
  - d. Citizen Survey – The chosen consultant shall conduct a citizen survey of residents seeking their perspectives on the four focus areas. The study committee will work with the chosen consultant to determine the most effective form of obtaining citizen surveys, as well as, an appropriate expected percentage of return.
  - e. Planning Document Review – The chosen consultant will be expected to review previous planning documents and consider the results of recent public participation efforts regarding parks, recreation, and open space. These must include the 2016 Comprehensive Plan.

## **C. BACKGROUND INFORMATION**

The background information provides an overview of the community and the recreation, park, and open space system. Analyzing this data helps develop a future system that reflects the needs of present and future residents as well as conserves the natural, cultural, and historic elements that contribute to the uniqueness and cohesiveness of the community. Provide the following information:

1. Community Background
  - a. Geographic location, size, regional context, character, history, etc.
  - b. Type of government.
  - c. History of the agency's recreation and park functions.

2. Socioeconomics (use of U.S. Census data is required)
  - a. Demographic trends including population, age, gender, race & ethnicity, households, income, education, and visitors.
  - b. Population projections for at least the next 10-20 years.
  - c. Economic trends including economic conditions, major employers, and fiscal health.
  
3. Physical Characteristics
  - a. Updated version of the existing municipal land use map.
  - b. Inventory and discussion of natural features and ecosystems such as forests, wetlands, waterways, farmland, critical habitats, etc.
  - c. Inventory and discussion of cultural and man-made features such as historic sites, transportation corridors, housing, utilities, etc.
  - d. Inventory and analysis of environmental issues such as stormwater and brownfields.
  
4. Provisions of existing planning documents (i.e. Comprehensive Land Use Plan, Watershed or Rivers Conservation Plan, Greenway Plan, [2020-2024 Pennsylvania Statewide Comprehensive Outdoor Recreation Plan](#), etc.).

#### **D. AGENCY MISSION STATEMENT, GOALS, AND OBJECTIVES**

The agency mission statement provides a clear definition of the agency's purpose and responsibilities. Goals address what the agency hopes to achieve in the next ten years. Agencies that have already developed a mission statement and goals should analyze them to determine if they clearly focus the agency's direction and purpose, are reasonable and achievable, and reflect the needs of their constituents. For agencies initiating a parks, recreation, and open space program, completion of this task may be best accomplished at the end of the project.

1. Discuss the purpose and use of a mission statement, goals, and objectives. They should have long-term applicability beyond the planning process.
  
2. Develop a draft mission statement, goals, and objectives. They should be re-evaluated at the end of the planning process to ensure that they are still appropriate for the agency.

#### **E. AGENCY ADMINISTRATION**

Analyze how effectively the agency administers recreation, park, and open space services. Agency practices are compared to accepted administrative practices. Agency practices include the ability to involve the public with long-range planning efforts; the ability to work cooperatively with other public agencies, community groups, and businesses; and the effectiveness of existing office procedures and policies.

Describe and analyze the following:

1. Enabling legal document from which the agency receives authority and responsibility.
  
2. Relationships between the agency and community organizations and agency involvement with regional initiatives.
  
3. Public relations and marketing efforts to promote agency functions, services, and programs.

4. Cooperative efforts and established agreements between the agency and other municipalities, schools, recreation providers, conservation groups, support groups, area businesses, etc.
5. Policies and procedures that govern the general operation of the agency recreation, park, and open space functions (use of facilities, non-resident participation, policy manuals, risk management program, record keeping, etc.).
6. Opportunities for public involvement in planning efforts including use of program evaluation forms, distribution of surveys, public meetings, etc.
7. Record-keeping procedures.
8. Administrative challenges.

#### **F. AGENCY PERSONNEL**

Describes who is responsible for providing the agency recreation, park, and open space programs and services and analyze the effectiveness of each involved entity. For most agencies, at least one entity is responsible for developing programs and services. Agency personnel may include the governing body, municipal manager; public works department; paid recreation and park staff, maintenance staff, program staff, and/or volunteers such as recreation and park board members.

1. Analyze the organizational chart for accuracy with current conditions and procedures.
2. Describe and analyze the following:
  - a. Number, type, roles, and responsibilities of agency personnel currently responsible for providing recreation, park, and open space programs and services.
  - b. Number, type, roles, and responsibilities of volunteers, such as the recreation and park board or arts council, that are responsible for maintaining recreation, park, and open space and assisting with programs, services, etc.
  - c. How new staff/volunteers are hired/appointed and trained for new positions.
  - d. Existing personnel policies including manuals, appraisal systems, continuing education, etc.
  - e. Staffing level (paid or volunteer) needed to effectively administer and maintain the agency facilities, programs, and services. Compare with existing conditions.

#### **G. FACILITIES AND OPEN SPACE INVENTORY AND ANALYSIS**

Analyze existing recreation, park, and open space resources, regardless of ownership, and compare to standards based on population and service areas. The general locations and types of new recreation, park, and open space facilities and development priorities are identified with strong public participation and input.

1. On a map broken down by census tract or neighborhood, identify the location of indoor and outdoor facilities and open space owned/operated by:
  - a. Public agencies
  - b. Schools (public and private, all levels)
  - c. Major non-profits and quasi-public organizations (athletic associations, scouts, conservancies, service clubs, YMCA/YWCA's, etc.)
  - d. Major private businesses (health clubs, bowling alleys, etc.)
2. Provide the following information in chart form for the indoor and outdoor facilities and open space identified on the map:
  - a. Facility or open space name
  - b. Ownership

- c. Number and type of facilities
  - d. Acreage
  - e. General condition and use
3. Provide the following information for the indoor and outdoor facilities and open space owned or managed by the agency:
    - a. Condition and required upgrades and/or major repairs.
    - b. Obsolete, underutilized, and/or inappropriate.
    - c. Compliance with current safety guidelines such as those developed by the Consumer Product Safety Commission (Playgrounds).
    - d. Compliance with accessibility standards (Americans with Disabilities Act).
    - e. Compliance with inclusive design standards.
    - f. Connectivity to transportation network (walk, bike, vehicle, public transit, etc.).
  4. Determine local access to outdoor recreation using the following resources:
    - a. The National Recreation and Park Association (NRPA) [Park Metrics](#) is a comprehensive source of data benchmarks and insights for the effective management and planning of operating resources and capital facilities.
    - b. The Trust for Public Land (TPL) [ParkServe](#) interactive platform tracks park access in urban areas. The web-based tool identifies local parks and open space, determines the percentage of residents who live within a 10-minute walk, and identifies the neighborhoods most in need of new parks.
    - c. DCNR Partnered with the Trust for Public Land (TPL) and WeConservePA to use Geographic Information Systems (GIS) to understand access to outdoor recreation in Pennsylvania. TPL's Research and Innovation Team used the data analysis methods to assist DCNR in identifying [areas with the greatest need and opportunity](#). This [interactive map of outdoor recreation access in Pennsylvania](#) shows the results of the analysis. Data is available for a 10-Minute Walk by Municipality & County and a 10-Minute Drive for Trails and Water.
  5. Compare public input with existing facilities and conditions.
  6. Analyze the condition of existing greenways and riparian forest buffers and the development of additional resources in coordination with statewide initiatives and goals.
  7. Analyze open space preservation techniques such as mandatory dedication, overlay zoning, conservation easements, etc.
  8. Additional items for Greenways:
    - a. Prepare a base map of the proposed greenways.
    - b. Determine land ownership along corridor and contact non-agency owners to gauge potential support.
    - c. Identify corridor boundary, topography, geology, significant natural features and historic/cultural resources.
    - d. Conduct a wildlife analysis and document negative impacts of corridor development.
    - e. Determine demand and profile of potential user groups (walkers, bikers, etc.)
    - f. Determine potential connections to neighborhoods, businesses, transportation networks, etc.

## H. FACILITIES AND EQUIPMENT MAINTENANCE

For agencies that are currently maintaining facilities, analyze the effectiveness of the maintenance program. Agencies without any facilities are provided with an overview of recreation and park maintenance requirements and how they can develop effective maintenance programs to ensure the protection of future capital investments.

1. Describe the current maintenance program and analyze its effectiveness. This includes record keeping, preventive maintenance, use of a maintenance management plan, etc.
2. List major maintenance equipment including age and purpose.
3. Describe existing risk management efforts including inspection of park facilities, specifically playground equipment.
4. Analyze the adequacy of maintenance in relation to the condition of the recreation and park facilities and open space areas.

### **I. RECREATION PROGRAMS AND SERVICES**

For agencies that currently provide programs and services, compare existing offerings to those provided by other entities, the needs/wants of constituents, and professional standards. This comparison helps to determine if the agency provides a sufficiently broad range of cost-effective programs and services that constituents need/want. For agencies interested in providing programs and services, identify new programming areas and discuss an implementation strategy.

1. Provide a list of programs and services sponsored by public, non-profit, and private entities that include:
  - a. Sponsoring group
  - b. Program name
  - c. Participant target age and gender
  - d. Program fee (if any)
2. For agency or publicly sponsored programs and services, provide information about participation trends for the previous five years.
3. Determine availability of programs and services for:
  - a. Active and passive
  - b. Competitive and noncompetitive
  - c. Individuals and groups
  - d. All gender identities
  - e. All ages and abilities
  - f. All races and ethnicities
  - g. All income levels
  - h. All education levels
4. Analyze accessibility and inclusiveness of agency programs and services.
5. Identify program and service deficiencies and develop a strategy for the agency to address them.

### **J. FINANCING**

Identify and analyze current and previous agency funding levels and sources, including tax and non-tax support, and compare to other municipal departments and similar agencies.

1. Compare tax support for recreation and parks in relation to the overall municipal budget and to other departments from the same municipality for the previous 5-year period.
2. Describe the agency philosophy for providing tax support to finance recreation and parks.
3. Compare agency capital and operating expenditures with agencies from municipalities that have similar populations and socio-economic characteristics.
4. Identify and analyze the major revenue sources (taxes, fees, donations, grants, etc.) and amounts used to finance recreation and parks.
5. Describe and analyze the current agency (recreation and park) budget process.
6. Identify new sources to finance recreation and parks and provide examples of their application.

#### **K. RECOMMENDATIONS AND COST ESTIMATES**

Outline specific agency priorities and actions to improve recreation and park facilities, programs, and services to meet community needs. Recommendations supported by data analysis and public input must be provided for scope of work elements. Cost estimates must be provided when appropriate.

1. Describe the recommended changes for administration, personnel, facilities, maintenance, programs, services, and financing and provide supporting data to justify the recommendations.
2. Provide a cost estimate to implement each recommendation and discuss potential implementation opportunities and challenges.
3. Additional items for Greenways:
  - a. Provide options for the development of different types of greenways (active, passive, resource protection, etc.).
  - b. Develop a greenway concept plan.
  - c. Phase acquisition and development and identify appropriate protection measures.
4. Each plan component must include:
  - a. An inventory of existing conditions.
  - b. A comparison of existing conditions with local or national standards.
  - c. Recommendations with priorities, timetables, and cost estimates.

#### **L. PLAN IMPLEMENTATION**

The cohesive and easy to follow five-year implementation plan must:

1. Prioritize the operating-related recommendations
2. Identify the following information for each recommendation:
  - a. Roles and responsibilities of public and non-public agencies.
  - b. Appropriate organizational structure to establish and maintain the facility.
  - c. Target dates for implementation.
  - d. Potential costs.

- e. Potential funding source(s).
3. Prioritize capital improvement recommendations and provide a multi-year year Capital Development Program organized by short-term (1-3 years), medium-term (4-7 years) and long-term (8 plus years) projects. Identify the following information for each project:
    - a. Facility/area name.
    - b. Description of proposed improvements.
    - c. Total estimated development costs of proposed improvements, including engineering and design costs, project administration costs, acquisition and/or construction costs, and at least a 10% contingency.
    - d. Potential funding source(s).
  4. Provide a five-year summary of the projected fiscal impact on the operating budget for operating-related costs associated with administration, personnel, programs, services, and maintenance.

**M. ADDITIONAL SOW ELEMENTS AND/OR RECOMMENDATIONS (*optional*)**

Include additional SOW elements and/or recommendations, as appropriate. These may include, but are not limited to:

1. Greenway Plan
2. Trail Network Plan
3. Pool Feasibility Study
4. Playground Safety Study
5. Concept Designs for Neighborhood Parks
6. Maintenance Management Plan
7. Customer Service and Marketing Plan

**Comprehensive Recreation, Park, and Open Space Plan (CRPOS)**  
**Final Products**

**NARRATIVE REPORT**

A draft final CRPOS Plan must be reviewed and approved by the Grantee and Bureau before it is officially adopted by the Grantee. Typically, the review process consists of reviewing a complete draft plan, providing comments, and reviewing a revised draft plan to ensure comments are adequately addressed.

The final CRPOS Plan must be a narrative, bound report beginning with an executive summary and followed by clearly labeled sections for each of the plan components in logical order. All supporting documents and information should be included in the appendix and not in the body of the report.

Executive Summary – Briefly describe the process, priorities, and final recommendations.

- A. Purpose, Goals, and Objectives
- B. Public Participation
- C. Background Information
- D. Agency Mission Statement, Goals, and Objectives
- E. Agency Administration
- F. Agency Personnel
- G. Facilities and Open Space Inventory and Analysis
- H. Facilities and Equipment Maintenance
- I. Recreation Programs and Services
- J. Financing
- K. Recommendations and Cost Estimates
- L. Plan Implementation
- M. Additional SOW Elements and/or Recommendations (optional)

Appendix

**REQUIRED DOCUMENT SUBMISSION**

The Grantee should determine the exact number of printed and electronic copies of the CRPOS Plan and state the requirement in the RFP.

The following documents must be submitted to DCNR:

- Two (2) printed and bound copies of the final CRPOS Plan with the cover signed, sealed, and dated by the design consultant.
- One (1) electronic PDF of the final CRPOS Plan (as a single document) with the cover signed, sealed, and dated by the design consultant.
- Two (2) printed and one (1) electronic PDF of other deliverables, as applicable.

**Comprehensive Recreation, Park, and Open Space Plan (CRPOS)**  
**DCNR Grant Application Cost Estimate Checklist**

Provide this checklist to a qualified design consultant to develop a detailed cost estimate to be submitted with the DCNR Grant Application. The cost estimate must be detailed for the project to be considered Ready-to-Go during the application review process.

**Cost Estimate**

**Item**

- \_\_\_\_\_  Executive Summary
- \_\_\_\_\_  (A) Purpose, Goals, and Objectives
- \_\_\_\_\_  (B) Public Participation
- Study Committee Meetings (required; 5-9 people): # \_\_\_\_\_
- Public Meetings (2 required; 1 with elected officials): # \_\_\_\_\_
- Key Person Interviews (required; 10-20 interviews): # \_\_\_\_\_

- Citizen Survey (optional): # \_\_\_\_\_
- Focus Group (optional): # \_\_\_\_\_
- Other (optional): \_\_\_\_\_

- \_\_\_\_\_  (C) Background Information
- \_\_\_\_\_  (D) Agency Mission Statement, Goals, and Objectives
- \_\_\_\_\_  (E) Agency Administration
- \_\_\_\_\_  (F) Agency Personnel
- \_\_\_\_\_  (G) Facilities and Open Space Inventory and Analysis
- \_\_\_\_\_  (H) Facilities and Equipment Maintenance
- \_\_\_\_\_  (I) Recreation Programs and Services
- \_\_\_\_\_  (J) Financing
- \_\_\_\_\_  (K) Recommendations and Cost Estimates
- \_\_\_\_\_  (L) Plan Implementation
- \_\_\_\_\_  (M) Additional SOW Item: \_\_\_\_\_
- \_\_\_\_\_  Draft Narrative Report and Other Deliverables, as applicable
- \_\_\_\_\_  Final Products
- Narrative Report signed, sealed, and dated: # \_\_\_\_\_
- Other, as applicable: # \_\_\_\_\_

\_\_\_\_\_ **TOTAL**