



## CITY OF GREENSBURG

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JULY 6, 2021

ANNOUNCEMENT

REQUEST FOR PROPOSALS (RFP)

### **CITY OF GREENSBURG COMPREHENSIVE PLAN UPDATE PROJECT**

The **Mayor** and **City Council** of the **City of Greensburg**, Westmoreland County, Pennsylvania are accepting proposals for a one-time contract to perform certain professional services work for the City to guide the **update of the City's Comprehensive Plan** with the objective of providing City leaders, staff, business owners, developers, and residents a compelling vision and plan that can be used as a tool to guide decision-making and development to the year 2040.

Within the framework of the Comprehensive Plan Update Project, the planning effort will include two additional focus areas: 1) Parks and Recreation, and 2) Blight Mitigation. These focus areas will result in the development of a Comprehensive Recreation, Park and Open Space Plan (CRPOS) and a Blight Mitigation Strategy that will be adopted as part of the larger city-wide plan. Each should have the ability to stand on its own if necessary.

Information is attached outlining requirements for proposal submission, evaluation criteria, and the proposed contract. The full RFP is also posted on the City's website, which is available via the following link: <https://www.greensburgpa.org/planning-development/pages/request-proposals>

To be considered, two (2) full color bound copies and one (1) digital copy of the proposal must be received by the City no later than 4:00 PM Monday, July 26, 2021. Proposals should be addressed to: Comprehensive Plan Update Proposal; Attn: Dr. Jeff Raykes, Planning Director; City of Greensburg; 416 South Main St.; Greensburg, PA 15601.

A **virtual RFP Information Session** to be held at **12:30 PM, Wednesday, July 14**. Participation information will be provided upon request.

If additional information is needed, please contact Dr. Jeff Raykes, Planning Director at the City of Greensburg via email [jraykes@greensburgpa.org](mailto:jraykes@greensburgpa.org) or phone 724-838-4335.

Sincerely,

Jeff Raykes, D.Ed., AICP  
Planning Director



City of Greensburg  
Comprehensive Plan Update Project  
**Request for Proposals**

*June 2021*



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## 1. Project Overview

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The [City of Greensburg](#) is seeking the services of a qualified team of Consultants to guide the update of the City's Comprehensive Plan with the objective of providing City Council, Planning Commission, City staff, City residents and the business community with a compelling vision and plan that can be used as a tool to guide decision-making and development to the year 2040.

The Plan will be strategic nature but include prioritized, workable, action plans for the themes that frame the document. These themes should be connected to the Goals and Issues identified in Section 7 and those that emerge during the planning process. A city-wide vision will anchor the Plan and the action plans will guide public, and private investment in the function and development of the City. The Plan will adopt a neighborhood-based approach that weaves together strategies for improving the quality of these places to broader, city-wide initiatives presented in the Plan

The Plan document should be graphic, use efficient language, avoid jargon, and be written for use by city council, city staff, partner groups, and the residents implementing the Plan after completion. The planning process will gather buy-in in ways that build consensus and commitment to the finished Plan.

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## 2. Additional Plan Focus Areas

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The Comprehensive Plan Update Project will have two additional focus areas: 1) Parks and Recreation, and 2) Blight Mitigation. Both areas were identified early in preparing for this planning effort with input from City Council, Planning Commission, and staff.

### Parks and Recreation

The need for the Parks and Recreation focus stems from the total absence of any planning documents for this function of City government. The lack of parks and recreation planning has left the department responsible for these functions in a reactionary position and unable to prioritize investments, improvements, and programming. The City's aging parks system is comprised of 16 recreation spaces owned and/or maintained by the City (see Appendix A). This represents more than 190 acres of active and passive recreational space. In addition to parks, the City operates a myriad of recreation-based programs that serve over a thousand residents each year.

The focus on Parks and Recreation, within the context of this planning effort, will result in the development of a **Comprehensive Recreation, Park and Open Space Plan (CRPOS)** that will be adopted as part of the larger city-wide plan but have the ability to stand on its own if necessary.

A CRPOS Plan is a plan for the future. The City's CRPOS Plan will involve a research, public input, and analysis processes that identify the methods, resources, organizational capacity, and capital investment needed to accomplish both short-term and long-term recreation and conservation goals of the community. This planning would include an in-depth assessment of the current facilities, usage, related systems, programming, operations and other activities and products related to the development of a traditional CRPOS Plan. It also includes an implementation plan and strategy for measuring and evaluating progress. In sum, the CRPOS planning process should lead to an actionable, integrated approach to recreation in the City that is built around the ideas and hopes of residents.

### Blight Mitigation

The Blight focus area stems from a recognition that blight is a growing problem in the City. This problem was highlighted in the recently completed [Blight Inventory Project](#) which sought to quantify the issue. The city-wide inventory, completed in April 2021, found that of the 6,070 parcels within the City, 532 could be considered blighted. Of these, 76 of these were considered in serious condition, suffering from dilapidation, disinvestment, abandonment, that ultimately pose a significant threat to the health, safety, and welfare of the community.

The Planning Commission hopes to use the data collected in the inventory to develop a **Blight Mitigation Strategy** for the City. The Strategy should represent a careful analysis of existing conditions and a well-research and agreed upon plan for addressing blight in the City. The Strategy must be an actionable and prioritized roadmap for stakeholders, planning agencies, governments, and local leaders. The end product, like the CRPOS

Plan, will be adopted as part of the larger city-wide plan but have the ability to stand on its own if necessary. The development of a city-wide blight mitigation strategy will require extensive outreach, relationship building, and a firm understanding of national, state, and regional trends and emerging mitigation approaches that have shown success.

Both focus areas should be woven into all aspects of the larger planning effort.

### 3. Background Information

Located in Westmoreland County, Pennsylvania, the City of Greensburg is the largest urban area, and county seat, in a predominately rural county (see Appendix B). The City is located 30 miles Southeast of Pittsburgh and serves as a major business, academic, tourism and cultural center in the western part of the Commonwealth. The following sections provide brief snapshots of the City.

Population:

The City’s current population is 13,949 (2019, ACS), but this number is declining. According to the US Census data, the City has shown population declines going back to 1980. Over the last 40 years, the population has declined nearly 20% (see Figure 1).

According to the most recent 2019 American Community Survey (ACS) data, the City’s population is predominately White (90.3%) with only 4.4% of the population identifying as Black, 1% Asian, 4.2% identifying as two or more races, and approximately 1.6% Hispanic. In addition to having a declining population, the City also has an aging population. In fact, the smallest cohort (10%) of residents are 18-24 and those near retirement or older is the largest, making up 42% of the City’s total population (see Figure 2). This snapshot is not unique. For the last thirty years, following the upheaval of deindustrialization, municipalities across the region have been experiencing declining populations, a rapidly increasing median ages, and a relative lack of diversity. As identified in Westmoreland County’s recently adopted Comprehensive Plan, the City’s homogeneous population and its shortage of younger people is making it increasingly difficult to attract and retain residents.

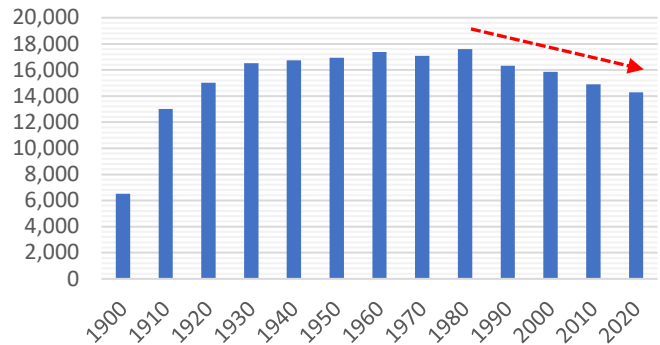


Figure 1: Population (US Census)1

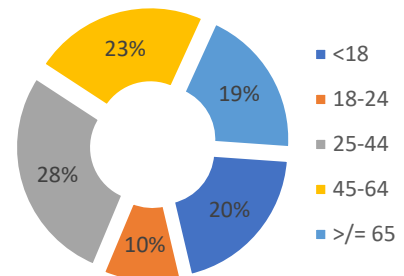


Figure 2: Age Distribution (US Census)2

Income and Housing:

Incomes in the City are low. The US Census ACS estimates for 2019 indicate that 18.8% of the City’s population lives below the poverty line. This is more than 1.5 times the rate in Pennsylvania, and 1.5 times the rate in the Pittsburgh Metro area. The City’s per capita income is \$26,676, which is about three-quarters of the amount for the Pittsburgh Metro area and only 80% of the median amount in the Commonwealth. Median household income is \$42,058, which is two-thirds of the amounts for the Pittsburgh Metro area and the Commonwealth.

Roughly half of all the housing units in the City are owner-occupied. This means that the number of non-owner-occupied homes is above comparable municipalities. This could be influenced by student populations from nearby universities but whatever the cause, it should be considered in crafting a plan for the future of the City. The median housing value is \$134,000 which is well below the state’s median home value of \$181,200. This could be related to an aging housing stock and standard market fluctuations but notable none the less. Median gross rents as of 2019 hovered around \$650.



Figure 3: Kinderhook Neighborhood

## Neighborhoods

The City is comprised of eight wards, most of which were small boroughs annexed by the City in the late 1800's and early 1900's. These wards are further broken down into neighborhoods with no clear delineations, and often no formal nomenclature (see Figure 3 and Appendix C).

The City has two neighborhoods that are included on the list of the National Register of Historic Places (NRHP): 1) Academy Hill Historic District and the 2) Greensburg Downtown Historic District. Academy Hill consists of 252 structures on 63.5 acres with most of the notable buildings from 1880 to 1949. Located in the Second Ward, this district is directly north of the Greensburg Downtown Historic District (see Appendix C). The Greensburg Downtown Historic District, located in the Second Ward, consists of 62 buildings on 21.8 acres with the most notable buildings from 1872–1930. It should be noted that the Planning Commission hopes to work with stakeholders, as part of this planning process, to revise and likely extend the borders with the Historic District to help attract rehabilitation/renovation funding. Two places which are separately listed on the National Register, the Westmoreland County Courthouse (see Figure 4), and the Greensburg Train Station, are included in this district. The courthouse is the prominent feature in the City.



*Figure 4: Westmoreland County Courthouse*

The City of Greensburg's downtown neighborhood was once a significant commercial center serving numerous smaller communities throughout Westmoreland County. The City was also once an important station on the Pennsylvania Railroad as well as the headquarters of West Penn Railways, a long-distance trolley company. At one time, the City of Greensburg had four major department stores. While all four structures remain standing, they have been converted to other uses. The opening of Greengate Mall in 1965 (now demolished) and Westmoreland Mall in 1977 had a devastating impact on the City's downtown retail center, following a pattern that occurred throughout numerous communities.

At one time, the US Route 30 flowed through the City of Greensburg, running the length of Pittsburgh and Otterman Streets. In 1959, construction began on the Greensburg Bypass which would eventually result in US 30 becoming a freeway that bypasses the City to the south and curves southeast (see Appendix B).

In addition to the City being the county seat, it is home to Excelsior Health Westmoreland Hospital, a 359-bed general medical and surgical hospital. The City is surrounded by Hempfield Township, which is considered the commercial center of the Laurel Highlands region as well as one of the largest markets in western Pennsylvania, with over 5,000,000 square feet of retail space within the vicinity of the City (see Appendix B).

Academics are an important focal point for the City of Greensburg and its surrounding area. The City is home to Seton Hill University, a private Catholic university founded in 1885 which enrolls over 2,200 students each year (see Figure 5). Some of these students attend Lake Erie College of Osteopathic Medicine (LECOM) which is located on the Seton Hill campus. The University of Pittsburgh has a satellite campus just beyond the municipal boundaries of the City. Known as the University of Pittsburgh at Greensburg, or UPG, the inception of the early years of the university are steeped within the City. Currently the main campus of the university is located two miles south of the center of Greensburg, however, its identity is still interwoven with the City. In addition, the campuses of Saint Vincent College and Westmoreland County Community College are also located in the nearby communities of Latrobe and Youngwood, respectively. The public school district serving the City of Greensburg is the Greensburg Salem School District with an enrollment of approximately 3,600 students. The City is also home to Greensburg Central Catholic High School and Aquinas Academy, both private Catholic schools.



*Figure 5: Seton Hill University*



The City of Greensburg is also a major cultural center in Westmoreland County. It is home to The Westmoreland Museum of American Art (see Figure 6), which specializes in American art circa 1750 – 1950; the Westmoreland Symphony Orchestra; Stage Right, a local school for performing arts and professional theater company; Green Beacon Gallery, an art gallery and studio space; and the SummerSounds Concert Series at the Robertshaw Amphitheater in St. Clair Park. Greensburg is also home to the Westmoreland Cultural Trust. Initially founded in 1969, the Cultural Trust oversees the Greensburg Garden and Civic Center, and its resident theater company the Greensburg Civic Theater; the Palace Theatre, originally opened in 1926 to view movies and live performances which is still open for live performances; the Incubator for the Arts, a place for creative collaboration with local artists; Art in the Alley (see Figure 7), an interactive public art project, and The Tiny Gallery. Seton Hill University’s Performing Arts and Visual Arts Center, both located in downtown Greensburg connects the local community with members of the university. The Westmoreland Ballet Company, Sandra Lynn School of Dance, TDI Ballroom Dance and Fitness Envy are all located in Greensburg. In addition, the City is home to several dozen churches representing a variety of religious denominations. Within Greensburg, the local community has access to dozens of locally owned restaurants, eateries and coffeeshops.



Figure 6: The Westmoreland Museum of American Art



Figure 7: Art in the Alley

### Parks and Recreation

The City’s Parks and Recreation system is composed of 16 recreation assets owned and/or maintained by the City for public use (see Appendix A). The Parks and Recreation Department is responsible for planning, programming, and maintenance of all the City’s parks and recreation spaces. The Department is also responsible for developing and operating an extensive recreation-based programming.

Making up the Department are two full-time supervisors and four full-time maintenance staff tasked with the general function of the pool, ice arena, parks, playgrounds, and recreational programming and special events. The Department also hires part-time seasonal staff to assist full-time employees with maintenance and operations. The Mt. Odin Golf Course consists of two full-time supervisors and three full-time staff members responsible for operations at the Course and Park. Mt. Odin also hires part-time seasonal employees to assist with maintenance and operations.

It is important to note that the City has a large, underserved population. As detailed in previous sections, the median household income is roughly \$20,000 less than those in Westmoreland County and the state. This means that two out of every ten people are living below the poverty level. This important fact highlights how necessary it is for the City to consider access and affordability as it plans for the future of its parks and recreation spaces and programming. It is well known that researchers recommend that for proper development, children should be active for at least sixty minutes per day. Since most physical activity happens outside of school hours, and most underserved communities rely on public recreational spaces and programs for physical activity. Recognizing this, it is necessary for the City to develop quality recreational programming and spaces for all members of our community.

### Funding Note:

The development of a Comprehensive Recreation, Park and Open Space Plan for the City of Greensburg 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 the City 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-26-151.

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## 4. Planning & Policy Context

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The City of Greensburg's current comprehensive plan, [A Plan for Our Community](#), is a multi-municipal plan adopted in 2004 and includes Hempfield Township, South Greensburg Borough, and Southwest Greensburg Borough. The plan focuses on the following topics:

- Land Use
- Housing
- Environmental and Natural Resources
- Cultural and Historic Resources
- Parks, Recreation and Open Space
- Transportation
- Public Utilities, Services and Facilities
- Economic Conditions
- Government Operations and Intergovernmental Cooperation

It should be noted that South Greensburg Borough adopted an individual updated [Comprehensive Plan](#) in 2019.

[Reimagining Our Westmoreland](#), the comprehensive plan for Westmoreland County, was completed in 2018. The plan is organized around seven Core Objectives and their related Strategies. These objectives are seen as a common thread through the City of Greensburg's present and future.

- Core Objective 1: Align Workforce, Education, Employers, and Entrepreneurship.
- Core Objective 2: Discover Westmoreland.
- Core Objective 3: Reposition Our Towns.
- Core Objective 4: Connect with Parks and Nature.
- Core Objective 5: Build Healthy and Whole Communities.
- Core Objective 6: Plug into the New Economy.
- Core Objective 7: Create Transportation Choices.

As a continuation of the County comprehensive plan and Westmoreland County Planning's efforts that County planners intend to start the [Planning District](#) process with the City of Greensburg and surrounding municipalities this year. The process is intended to contextualize the County plan to specific municipalities at a sub-regional level, focusing on land use, mobility, and intergovernmental cooperation. This project will be conducted with local officials and staff and not the general public. However, it is important that the City's comprehensive plan update process and the County's planning efforts inform and integrate the other.

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## 5. Planning Approach

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Neighborhoods are the fundamental building blocks of any great city. We think of neighborhoods as a collection of smaller, place-based communities within a city. They are made up of houses, churches, businesses, parks, and streets. It is in these places that we connect with our neighbors and come together to solve problems.

Our thinking is aligned with Emily Talen, a professor of Urbanism, who identified eight vital qualities of a neighborhood in her recent book *Neighborhood*, published in 2019. The qualities identified by Talen are presented below:

1. A great neighborhood has a name.
2. Residents know where it is, what it is and whether they belong to it.
3. It has at least one place that serves as its center.
4. It has a generally agreed upon spatial extent.
5. It has everyday facilities and services, although it is not self-contained.
6. It has internal and external connectivity.
7. It has diversity within it or is open to its enabling.
8. It has a means of representation, a means by which residents can be involved in its affairs, and an ability to speak with a collective voice.

These ideas about the ingredients of great neighborhoods are at the root of our planning approach. An approach that is neatly framed by Preston Pouteaux in his article *Recipe for a Remarkable Neighborhood* posted on the

[Strongtowns](#) website in November 2019. Pouteaux describes neighborhoods as places “...we can name, know, and get involved in. (Places)...where we can welcome each other, go about our work, and play, and gather together. (Places)...we can travel into, out of, and around freely.”

We believe that everybody in the City deserves to live in a great neighborhood and it is this notion that drives our neighborhood-based planning approach. We seek a grassroots process designed to work with residents to identify and define their neighborhoods through community mapping exercises, listening tours, and workshops. These collaborations would bring people together to explore and inventory neighborhood assets, opportunities, and challenges. These collaborations would include questions about how neighborhoods could be better, safer, healthier, livelier, and more interesting.

The visionary and practical findings from this work will then be woven into the framework of the City’s Plan. Our aim will be to link each neighborhood plan to broader, Citywide planning goals presented in the Plan document.

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## 6. Organizing for Success

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The City’s nine-member Planning Commission will be leading the development of the Plan. Early in the organizational process, the Commission identified a large, diverse group of key stakeholders from across the City to serve as part of a Comprehensive Plan Steering Committee. This 53-person group, including the Commission, was formally appointed by City Council in May 2021 and tasked with guiding the planning effort.

From this group, a smaller, 10-member CRPOS Plan Advisory Committee was formed to guide the development of the CRPOS Plan. Representation in the Advisory Committee includes elected officials, Greensburg-Salem School District, faith-based organizations, business community, university and K-12 students, youth sports teams/groups, senior citizens organizations, and individuals various City neighborhoods.

The Commission also formed a much smaller “workgroup” made up of administrative leadership inside and outside City government. This Workgroup is tasked with staffing the project, assisting the committee, and driving the administrative aspects of the project including consultant selection, project management, and funding administration. Figure 8 illustrates the organizational framework for the project.



Figure 8: Project Organization

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## 7. Goals & Issues

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As the City prepared for this planning effort, the Planning Commission facilitated a work session with the Mayor and City Council. The 90-minute facilitated session was designed to identify key goals and issues, unique to the City of Greensburg. The five goals and four issues identified below should be used to focus the Comprehensive Plan Update Project.

The following are the **five goals** identified by the group:

1. **Eliminate blight:** Blight is a major factor inhibiting choosing Greensburg as a place for a home or a business. Issues include vacant commercial properties, problem properties in neighborhoods, negligent property owners and landlords, and the cumbersome process to fix the problem (see Figure 9). The recently completed [Blight Inventory](#) should be used to develop strategies designed to mitigate existing blight and prevent future cases.
2. **Make the City government more open and accessible to citizens and businesses:** The City has a reputation of being hard to work with and



Figure 9: Blighted Property

having too many regulations without positive value. The City has initiated steps to be more transparent and provide better customer service, but more steps are needed. The recently completed [Regulatory and Process Barriers to Development Report](#) should be used to inform recommended strategies and actions.

3. **Promote investment by people and businesses in the core business district:** The City should capitalize on growing interest to shop and buy local, build on existing restaurants, shops, the theater, and continue the revival of Pennsylvania Avenue. More information about ongoing development can be found by visiting the [Greensburg Community Development Corporation's](#) website.
4. **Capitalize on the City's urban, small-town character:** The City has and should improve on assets attractive particularly to young adults and aging Boomers such as walkability, history, culture, education, recreation opportunities, low-cost housing, and friendly neighborhoods. For more information about what the City has to offer, visit the [Downtown Greensburg Project](#) website.
5. **Maintain quality City services:** Core City services, like police and fire, are an asset for attracting and keeping residents and businesses. Standout assets in Greensburg are the City pool, golf course, and ice rink. Recreation needs include upgrading neighborhood parks and an indoor recreation facility.

The following are the four priority issues identified by the Mayor and Council:

1. The City values, and wants to maintain, the vitality of its distinct, close-knit, traditional neighborhoods.
2. The City wants to capitalize on being the location of major employers – a regional hospital, a university, and County government and related agencies.
3. The City has problems and needs typical of older cities, and it lacks funds to address them.
  - a. Older infrastructure and a backlog of deferred maintenance and capital improvements.
  - b. Stormwater management
  - c. Lack of parking, especially in old neighborhoods
  - d. Limited opportunities for new development
  - e. High taxes compared to surrounding municipalities
4. The City has regional transportation advantages – train station, nearby airport, and highway connections – but it lacks in-town transit service.

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## 8. Things You Should Know

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Work sessions were also held with the Committee. This brainstorming work centered around two questions which are presented below, along with a summary of the feedback solicited from the Committee. This feedback should be used to frame consultant proposals.

### “What are the ingredients of a successful comprehensive planning process?”

- Inclusivity
- Walking the City
- Buy-in
- Energetic consultant team
- Frequent engagement of the Committee
- Flexibility of plan and planning process
- Consistent communication
- Feedback from neighboring communities
- Focus, maybe half a dozen themes and goals
- Measurements, benchmarks
- A compelling vision for the entire community
- Realistic and attainable goals
- Engaging those we are trying to attract
- Identification of key issues
- Learning from other communities
- Highly graphic materials/Plan that is easily understood by the public
- An evaluation of previous City plans and those of neighboring communities
- Collaboration
- Transparency
- Ambitious and bold

## “What should a consultant know about the City of Greensburg?”

- Variety of age groups
- Family feel
- Vibrant downtown
- Greensburg does not have an identity outside of 30 miles
- The City has unrealized potential
- Lack of social media presence, not well known
- Lack of knowledge of “what’s around”
- Rich history
- The City is evolving
- Lots of art and culture
- Not a welcoming place for students
- Greensburg lacks focal points, assets, place destination, and memorable things
- Takes time to learn what is special about Greensburg
- Need better sense of community
- Greensburg wants to be “cup of sugar” community but there are “tribes”
- St. Clair Park and [SummerSounds](#)
- There are core businesses in the area: healthcare, education, the arts, social services
- Identity crisis
- Hills – lots of hills
- Affordable compared to other areas
- An amazing train station, but no commuting possible due to limited service
- Downtown living has increased in the last five years and is sought after by young professionals
- Limited awareness of what is happening in the City

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## 9. Scope of Work

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The selected Consultant will provide the full range of planning services necessary for updating the City’s Comprehensive Plan. This project will include the development of a Comprehensive Recreation, Park, and Open Space Plan (CRPOS) and a comprehensive Blight Mitigation Strategy. Interested Consultants must be capable of successfully delivering a full range of required services by constructing an internal multi-disciplinary team or cooperating with other firms. Consultants submitting proposals should be able to demonstrate the following competencies: Planning Research, Document Review and Background Studies; Stakeholder Analysis and Engagement; Public Involvement; Community Building; Graphic Design; Branding and Marketing; Economic Development; GIS and Mapping; Neighborhood-Based Planning, (experience preferred); Parks, Recreation, and Open Space Planning (experience preferred), and Blight Mitigation Planning (experience preferred).

The following sub-sections (9.1 – 9.5) outline the anticipated scope of work for the Plan. The scope presented here is divided into five (5) phases. These phases should inform the construction of submitted proposals and serve as a guide for their structure. Below are additional notes important to the proposal submission:

- Be attentive to the *Goals & Issues*, and *Things You Should Know* outlined in Sections 7 and 8. Both should be used to focus the planning process included with submitted proposals.
- Experience and expertise in Recreation, Park, and Open Space Planning and Blight Mitigation Planning should be included with submitted proposals.
- Proven experience working with communities to plan for improving diversity and inclusion should be included with submitted proposals.
- Consultants are encouraged to include suggestions regarding how the Scope of Work could be enhanced in ways that would increase the quality, effectiveness, and efficiency of the project. Keep in mind that the project budget is fixed (see Section 10).
- An additional Scope of Work, specific to the CRPOS, is included in Appendix F. This Scope of Work should be reviewed, and activities woven into the broader scope of work detailed in the following sections.

### **9.1. Organization**

Much of the project organization is already in place (see Section 6). In the Organization Phase, the selected Consultant(s) will be responsible for ensuring the effective functioning of the Committee, Planning Commission, and Workgroup. This will involve ensuring that these groups are inclusive and representative of all stakeholder groups, developing internal and external communication processes, establishing decision-making frameworks, coordinating work plan(s), and facilitating the Committee meetings through project completion. The consultant will also be responsible for completing a stakeholder analysis to ensure a comprehensive mix of stakeholders.

The Committee will be responsible for media relations, project outreach/marketing with support from the Consultant.

### **9.2. Assessment**

The Assessment Phase will address any background research that needs to be completed prior to the development of the Plan. In the Assessment Phase, the selected Consultant(s) will be responsible for: 1) compiling an illustrative, comprehensive inventory of existing conditions such as how land is being used, how people move in the City, where people live, work, and go to school; etc and 2) reviewing previous planning efforts and applicable studies. This work may include multiple key stakeholder interviews. The Assessment Phase could also include identifying neighborhoods in the City. This would involve defining the location and boundaries of each neighborhood by asking residents to participate in community mapping exercises.

The Committee will actively assist the selected Consultant, as requested, by providing existing condition data to create a basis from which to measure success, ensuring that existing plans form the basis for the Plan, and preparing an initial list of key stakeholders.

### **9.3. Planning**

We anticipate that the Plan will have a 19-year horizon. In the Planning Phase, the selected Consultant team will be responsible for the development of a shared, City-wide vision and development goals, alternative explorations, and preparation of the Plan. The development of a shared vision for is critical to the project, as it will set the target for the entities collective work for the foreseeable future. This would be followed by neighborhood-level planning focused on exploring and inventorying neighborhood assets, opportunities, and challenges through hyperlocal workshops, listening tours, interviews, and other outreach events. These collaborations would include questions about how neighborhoods could be better, safer, healthier, livelier, and more interesting. The product of this work would be a collection of neighborhood plans that identify and define these places, articulate agreed upon vision statements, and roadmaps/action plans of how to achieve these visions. A key component of the documents will be a prioritized list of projects, programs, and/or initiatives necessary to move in these directions. These hyperlocal documents would then be aligned and stitched together with the City-wide Plan. The purpose of this alignment is to create context and better enable implementation, collaboration, and accountability. Special attention should be given to including agreed upon short and long-term strategies that could be used to ensure coordinated planning and policy decisions in and around the City.

The development of a housing and land-use plans should be included as part of this phase. The housing component will identify existing needs and opportunities to provide accessible housing for all residents. The land-use component will be used to update the zoning ordinance which together, can be used to guide future development and redevelopment.

The primary method of communication in the Plan will be high quality graphics. These graphics will be used in the Plan to illustrate a shared vision and actions necessary to success.

The Committee, with support from the Consultant, will be responsible for guiding the engagement and outreach process; ensuring that critical stakeholders are involved, and assisting with the presentation of the draft Plan.

#### 9.4. Public Participation and Outreach

Public involvement is the most important aspect of this project and threaded throughout the phases. At the start of the project, the Consultant will work with the Committee to design a public engagement strategy and stakeholder analysis. The strategy should be comprehensive, ongoing, span multiple medias (social, print, etc.), and have multiple means of gathering input. The analysis should focus on ensuring that all voices are included in the planning process. Proposals should frame an outreach and engagement approach and strategy that includes a series of public meetings designed to inspire and build excitement in the project and to keep stakeholders and the public continuously involved in the process. This will involve both city-wide and neighborhood meetings in a variety of formats including community mapping exercises, listening/walking tours, workshops, focus groups, key person interviews, online and paper surveys, and planning charrettes. Activities will take advantage of new and emerging engagement techniques and participants will be encouraged to “think with their pencils” in ways that visually represent their thoughts and ideas. Special attention should be given to the public participation techniques outlined in the DCNR Public Participation Guide and included in the CRPOS Plan Scope of Work (see Appendix F).

The Committee will be responsible for coordinating assistance/resources where possible with public involvement, including facilitation, facilities, printing, posting, and hosting throughout the project when requested.

#### 9.5. Monitoring

The data and information collected throughout this process should be provided to the City at the completion of the project to monitor the effectiveness of planning efforts to accomplish plan objectives. In the Monitoring Phase, the selected Consultant(s) will be responsible for providing data and information compiled in the process in a digital format that can be easily updated to reflect future changes. The selected Consultant(s) should ensure that the Plan is organized in a way so that it can be updated annually, and performance measures should be developed and included so progress of implementation can be tracked by the Planning Commission, the Committee, and Council.

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### 10. Project Budget & Schedule

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The City has secured a total of \$150,000 for the Comprehensive Plan Update Project. This budget includes funds from the sources presented in Table 1.

Funding Source	Amount
FY2018 CDBG Administration Funds	\$22,000
FY2019 CDBG Administration Funds	\$48,000
2020 DCNR C2P2 Funds	\$70,000
2021 City of Greensburg General Fund	\$10,000
<b>TOTAL</b>	<b>\$150,000</b>

Table 1: Project Budget

Strategies recommended by Consultant to minimize budget costs while maximizing product quality are encouraged. **Respondents should keep in mind the budget constraints when drafting their proposals.**

The City anticipates the Comprehensive Plan Update Project will be completed in approximately 15 months. A project timeline should be developed as part of the submitted proposal. The schedule presented in Table 2 outlines the consultant selection process.

<b>July 6, 2021</b>	RFP Advertisement and Distribution
<b>July 14, 2021</b>	RFP Information Session
<b>July 26, 2021</b>	Proposals Due

<b>August 11, 2021</b>	Consultant Interviews
<b>August 25, 2021</b>	Consultant Selection
<b>September 13, 2021</b>	Approval and Contracting
<b>December 2022</b>	Anticipated Completion of Plan

Table 2: Selection Process Timeline

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## 11. Instructions for Submitting Consultant Proposals

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This document, together with its Appendices, comprises the Request for Proposal (RFP) for the Comprehensive Plan Update Project. Responses to the RFP should be submitted according to the instructions outlined herein. Proposal content and completeness are most important. Because some page limitations have been imposed, clarity and conciseness are essential. Proposers are encouraged to print double-sided to conserve paper.

Written submittals should include the following sections, along with supporting material to illustrate the Consultant’s expertise and capability. Proposals should also be formatted in the following order.

1. **Project Understanding:** A statement summarizing how the Consultant team is particularly qualified for this project. This statement should detail your: 1) understanding of the nature of the work, 2) confirmation that the Consultant(s) meets the Consultant Qualifications presented in Section 14, 3) approach to be taken, 4) role of stakeholders and the public, 5) your team’s vision of a successful project, and 6) contact information. **(2 pages max)**
2. **Firm Description:** An overview and/or background of the firm(s), including the size and area of specialization, location of corporate headquarters, and potential satellite office proposed to handle the project. Special consideration will be given to firms that embody diversity and sustainability practices. **(1 page max. 1 per firm if a team)**
3. **Project Team:** Provide the names of key staff that would be assigned to the project. For each key staff member, include a summary of relevant experience, specifically experience working with communities to help them progress. Additionally, the project manager should be clearly identified. If a group of Consultant(s) are submitting together, indicate the lead Consultant. **(Half page max for each person)**
4. **Scope of Services Provided:** A proposed scope of services to complete the project should be included. The proposed scope should effectively detail the Consultant’s approach and work plan for all components or phases of the project (see Section 9). Any Consultant suggestions for how any portion/phase of the scope of services can be enhanced, alternative approaches or methods, and other suggestions for carrying out the prescribed work could be included here. This section should include the Consultant’s assessment of local challenges and opportunities associated with the project. Innovation is encouraged. ***This section should include a project schedule based on the one provided in the RFP.***
5. **Project Budget:** Budget estimates allocated in hourly rates for personnel or personnel categories by scope of services line items and include an itemized list of reimbursable expenses. The budget estimate cannot exceed the total amount available for the project. Please note the following:
  - a. 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.



- b. If awarded a contract, the firm may not change the staffing assigned to the project without approval by the City. However, approval will not be denied if the staff replacement is determined by the City to be of equal ability or experience to the predecessor.
- c. The method of billing must be stated. The preferred practice of the City is to pay upon completion of the work and receipt of the required report. However, the City 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.

- 6. Project Management:** Methods the Consultant proposes to use to manage the project, including communicating with City Staff, Project Team, and the public on project progress and public meetings.
- 7. Comparable Projects:** A summary of similar projects in progress or completed by the Consultant should be included. Summaries should contain an explanation of how the project is relevant and an individual reference with current contact information (including name, phone number, and email). **(3 projects max per firm, 1 page max each project)**
- 8. Other Information (Optional):** Provide additional relevant information that may be helpful in the selection process. **(2 pages max)**

To be considered, two (2) full color bound copies and one (1) digital copy of the proposal must be received by 4:00 PM on Monday, July 26, 2021. Proposals should be addressed to:

Comprehensive Plan Update Proposal  
 Attn: Dr. Jeff Raykes, Planning Director  
 City of Greensburg  
 416 South Main St.  
 Greensburg, PA 15601  
 (724)838-4335  
 jraykes@greensburgpa.org

Consultant questions pertaining to this RFP will be addressed at a virtual **RFP Information Session** to be held at **12:30 PM, Wednesday, July 14**. Participation information will be provided upon request.

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## **12. Proposal Evaluation**

The City of Greensburg and the Comprehensive Plan Update Project Workgroup will evaluate all submittals to determine which Consultant(s) is the best fit for the project. A portion of this evaluation process may include an interview with the Workgroup. It is anticipated that Consultant selection will occur in August 2021. The contracting process will follow, along with a notice to proceed. Evaluation criteria are the benchmarks against which each submitted proposal will be quantitatively measured. Below are the core evaluation criteria categories for the proposal evaluation process:

Capacity and Capability	Past Record of Performance
Relevant/Specialized Experience	Understanding of Local Context
Quality of Work Plan and Cost	Innovation and Creativity

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## **13. General Terms**

- The City 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 City.
- The contract is subject to the approval of City Council 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 City review and approval for 60 days from the deadline for submitting proposals.
- If only one proposal is received by the City, 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.

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## **14. Consultant Qualifications**

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The Consultant Qualification are listed in Appendix E of the RFP. The information is provided to help the City select a qualified consultant or consultant team to complete any planning project funded by a grant from the DCNR Community Conservation Partnerships Program. Selection of a qualified consultant will substantially increase the likelihood that the completed project will be comprehensive, accurate, and of the highest quality.

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## **15. Contractual Requirements**

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The Consultant will be paid on a regular basis (no more frequently than monthly) upon receipt of proper invoices, certifications, and progress reports. Payment will be made on a reimbursement basis for services performed. Ten percent (10%) of the total contract amount will be withheld pending satisfactory completion of services. As detailed in Section 10, the project is funded through a mix of federal (CDBG) and state (DCNR) dollars. As such, the Consultant must comply with DCNR and CDBG Program-mandated requirements to be included in the Consultant contract.

A proposed Contract for Professional Services is included for review (see Appendix D). If it is satisfactory to the consultant, it should be completed, executed, and submitted with the proposal. If the consultant prefers an alternative contract, the consultant may submit it as a part of the proposal submission. However, the City reserves the right to enter into the enclosed contract with the successful firm or to negotiate the terms of a professional services contract.

## **Appendix A**

### City Parks Overview

## City Park Overview

Summer 2021

1. **St Clair Park\*** is a 10-acre park located between North Maple Ave. and Arch Ave. The park consists of two play areas along the East boarder or the “bottom” of the park. The center of the park consists of rolling hills and mature growth shade trees. Monuments are sprinkled throughout the park dating back to revolutionary war. The top section located on the west end of the park is home to the **Robertshaw Amphitheater**. This very popular venue is home to the Summer Sounds Concert Series along with the Westmoreland Symphony Orchestra in the summer months.
2. **Valley View\*** is a 1.2-acre neighborhood playground located at the end of the cul-de-sac on Berry Court. This park includes a play set, swing set, a small-unpaved pavilion, and a basketball court.
3. **Northmont Tot Lot\*** is a .3-acre neighborhood playground located at the corner of Forest Street and Northmont Street. This area includes a tire swing, one playset, and a swing set.
4. **Coulter Playground\*** is a 2.2-acre playground located along O’Hara Street just below Seton Hill University. This space consists of one large play set, a swing set, a basketball court, and an open nature space located at the back of the park.
5. **Daniels Tot Lot\*** is .09-acre City lot located along North Hamilton Ave with a small play space located in the center of the park.
6. **Carpenter Avenue Playground** is a three-acre space with a basketball court and a small green area located at the front of the lot.
7. **Grove Street Ballfield** is located between Grove Street and Stone Street. It consists of a 1.1-acre green space that was once a baseball field.
8. **Spring Avenue Park**, sometimes called Fifth Ward Playground, consists of a 1.3-acre lot. It includes one large play area and a basketball court surrounded by mature grown oak and maple trees. Currently the Park is being redesigned and construction is planned in 2022.
9. **Mt Odin** is an 18-hole golf course located atop Toll Gate Hill. The 141-acre course is home to the Lund, Bell, and Smith pavilions. The park also boasts a large soccer area and playground located along the southwest corner of the property.
10. **Stark Street Playground** is in the city’s seventh ward. This park consists of a basketball court, and a large play area on a 1.7-acre lot. This park was renovated thru a DCNR grant in 2017.



Figure 1: Robert Shaw Amphitheater

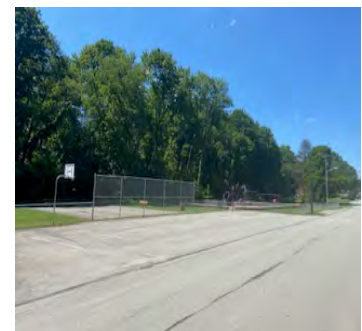


Figure 2: Stark Ave. Playground

11. **Taylor Street Playground\*** is in the city's eighth ward. This park is a part of a long-term lease agreement. Seton Hill University occupies  $\frac{3}{4}$  of the lot. The City is responsible for the play scape, swing set, basketball court, and the green space on the East side of the structure.

12. The **Five Star Trail** runs nearly eight miles through Westmoreland County. It runs parallel to an active railroad track which is used by Southwestern Pennsylvania Railroad. The trail stretches between Lynch Field in the City and Youngwood Borough. From there, the trail then spurs off eastward to connect with the campus of Westmoreland County Community College and continues to Armbrust, a small community located in Hempfield Township. While the Trail is not owned by the City, it has partnered with the 5 Star Trail Chapter to plan for and maintain the Trail. Recently the City secured a \$300,000 grant to make a series of improvements along sections in the City.



Figure 2: Mt Odin Golf Course

13. **Aerobic Center at Lynch Field** is a fitness facility owned by the City of Greensburg and operated by an independent seven-person board of directors. The Center is a totally self-supporting organization that is supported by memberships & donations.

14. **Kirk S. Nevin Arena** is a seasonal facility home to Westmoreland Hockey Association of the PAL Hockey League along with Greensburg Salem, Hempfield, and Latrobe of the PIHL Hockey League. The facility also hosts public sessions and stick time sessions which are open to the public. The most recent renovation was in 1996 which furnished a new compressor system for the ice floor along with new piping.

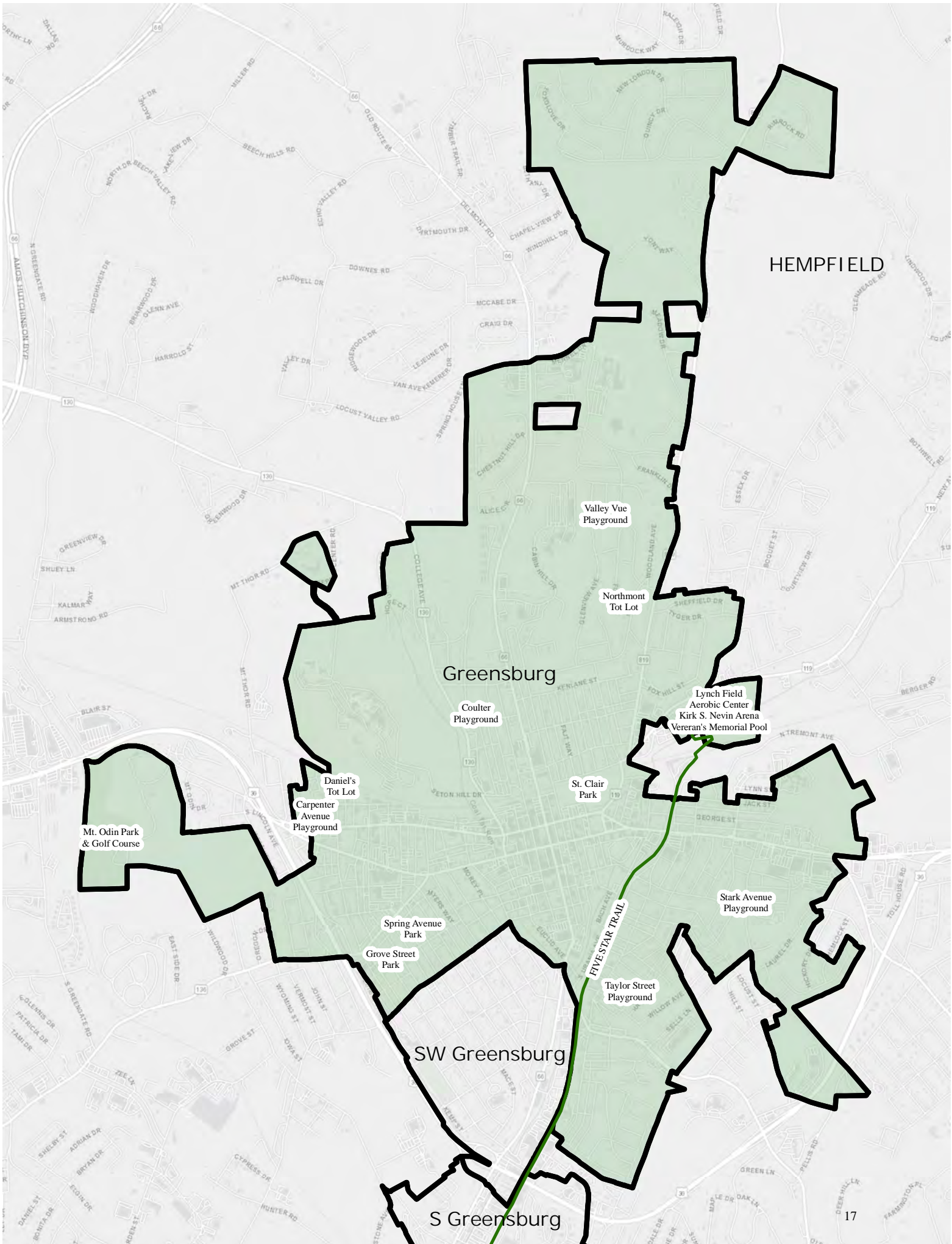
15. **Veteran's Memorial Pool** has been a summer gathering place for the city since 1960 when it was constructed. The 300,000 gallon pool boasts ADA access along with 4 slides. A large splash pad areas provides endless entertainment with 16 spraying features. The pavilion located in the green space adjacent to the pool provides a nice area for birthday parties and a great space to escape the heat on hot summer days.



Figure 4: Veterans Memorial Pool

16. **Lynch Field\*** is a 35.5-acre park located along Route 119 on the City's East side. The park is surrounded on three sides by Hempfield Township with parts of the park (Shuster Field) residing within the township. Lynch Field his home to the Kirk S. Nevin Arena, Veterans Memorial Pool, three baseball fields, a two-piece playground, two pavilions, and a large open space used for our soccer program. Lynch Field is also home to the annual Community Days event held Memorial Day weekend for the past 25years.

*\* This area is subject to the National Park Service Land and Water Conservation Fund (LWCF) requirements including a corrective deed and LWCF boundary map for each site that must be recorded before future park development may occur.*



HEMPFIELD

Greensburg

SW Greensburg

S Greensburg

Valley Vue  
Playground

Northmont  
Tot Lot

Coulter  
Playground

Lynch Field  
Aerobic Center  
Kirk S. Nevin Arena  
Vereran's Memorial Pool

Daniel's  
Tot Lot  
Carpenter  
Avenue  
Playground

St. Clair  
Park

Mt. Odin Park  
& Golf Course

Spring Avenue  
Park

Grove Street  
Park

Stark Avenue  
Playground

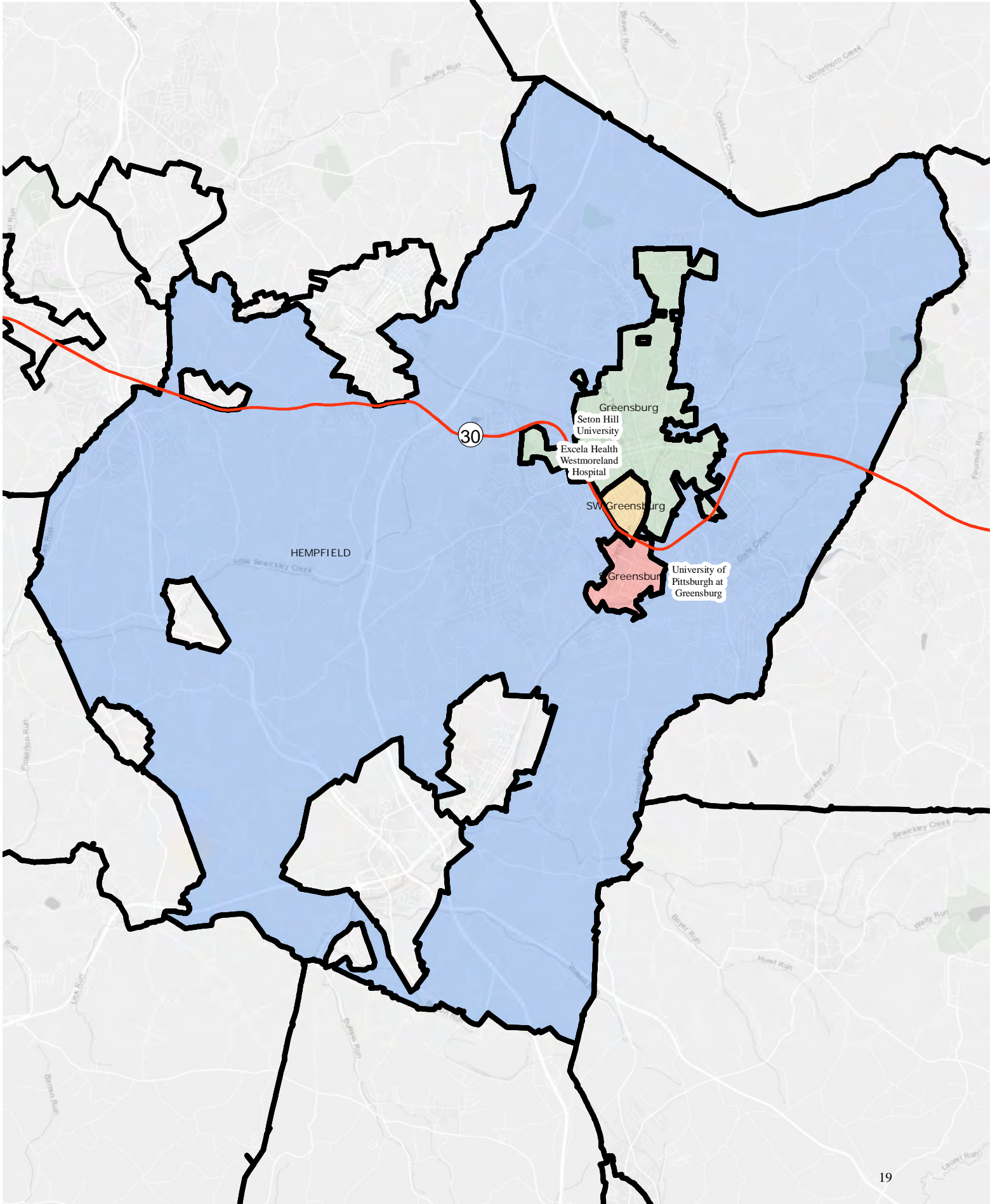
Taylor Street  
Playground

FIVE STAR TRAIL

## **Appendix B**

Map of the City of Greensburg and Surrounding Area

APPENDIX B

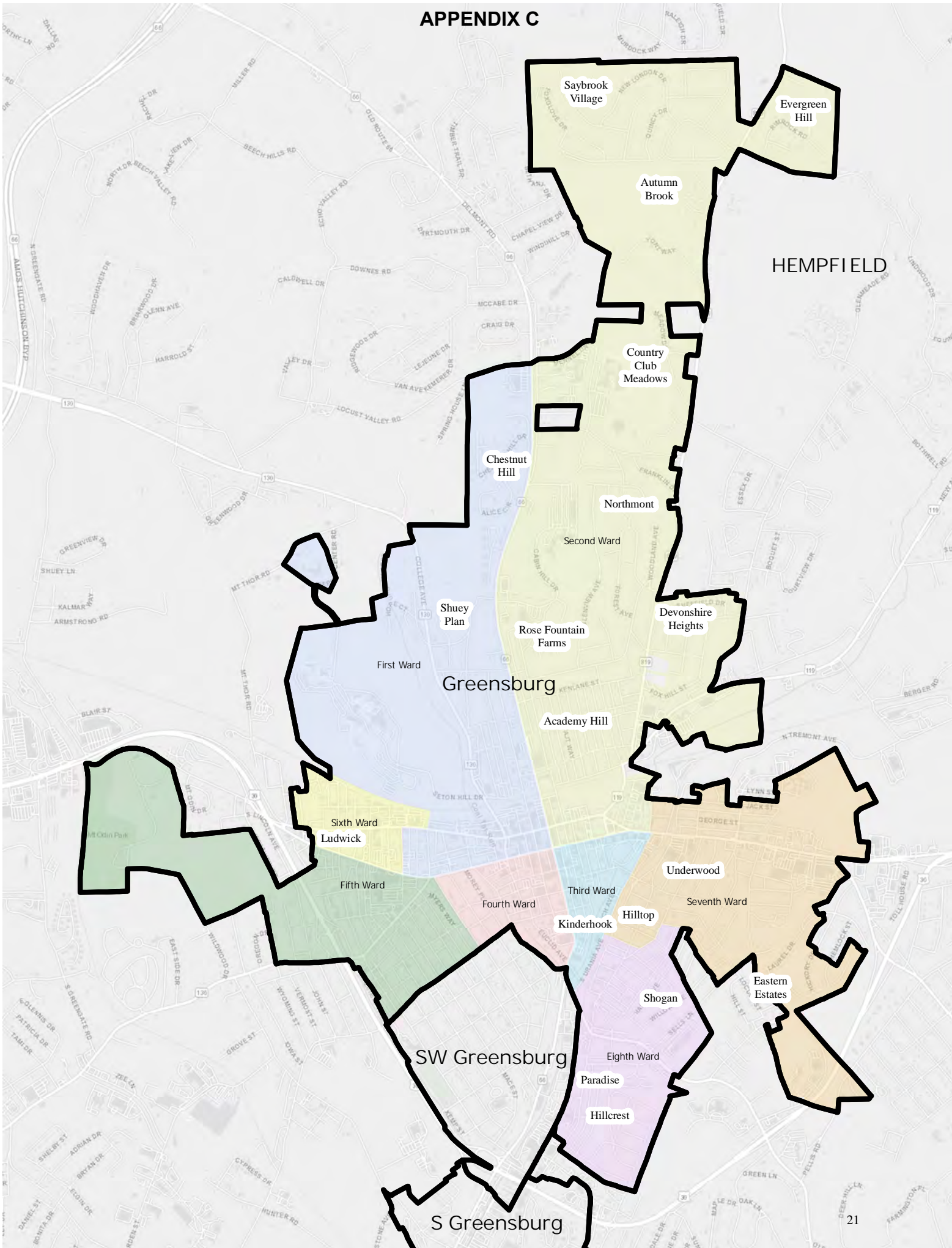




## **Appendix C**

### Neighborhoods Map

APPENDIX C



## **Appendix D**

Contract for Professional Services

## APPENDIX D

### CONTRACT FOR PROFESSIONAL SERVICES

This Contract is made and entered into this \_\_\_\_\_ day of \_\_\_\_\_, 20[\_\_\_], by and between the **[Municipality, County]**, Pennsylvania ("**[Municipality]**"), and \_\_\_\_\_ ("**Consulting Firm**").

WHEREAS, the **[Municipality]** desires to have certain one-time professional consulting work performed involving **[Insert here title or short description of work (same as used in RFP)]**;

WHEREAS, the **[Municipality]** desires to enter into a contract for this work pursuant to a Request for Proposals ("RFP") issued by **[Municipality]**;

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. **[[Municipality] may add other appendices as appropriate.]**
2. Obtain approval from the **[Municipality]** of any changes to the staffing stated in its proposal. However, approval will not be denied if the staff replacement is determined by the **[Municipality]** to be of equal ability or experience to the predecessor.

#### THE **[Municipality]** 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 **[Municipality]** 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. **[Revise this provision to reflect actual payment arrangement agreed to.]**
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 the **[Municipality]**. 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 the **[Municipality]**.

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 the **[Municipality]** written notice of not less than **[insert number]** calendar days. The **[Municipality]** 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, the **[Municipality]** shall within **[insert number]** of 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:

\_\_\_\_\_

FOR THE **[Municipality]**:

\_\_\_\_\_

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

WITNESS:

\_\_\_\_\_

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

## **Appendix E**

### Consultant Qualifications



## APPENDIX E

DCNR-2021-Plan  
Plan-GPM – 6 Rev. 10-19

COMMONWEALTH OF PENNSYLVANIA  
DEPARTMENT OF CONSERVATION AND NATURAL RESOURCES  
BUREAU OF RECREATION AND CONSERVATION  
COMMUNITY CONSERVATION PARTNERSHIPS PROGRAM



### CONSULTANT QUALIFICATIONS Planning Projects

The following information is provided to help the grantee select a qualified consultant or consultant team to complete any planning project funded by a grant from the DCNR Community Conservation Partnerships Program. Selection of a qualified consultant will substantially increase the likelihood that the completed project will be comprehensive, accurate, and of the highest quality.

#### **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.

## **Appendix F**

Comprehensive Recreation, Park, and Open Space Plan Scope of Work

**City of Greensburg**  
**Comprehensive Recreation, Park, and Open Space Plan (CRPOS)**  
**Scope of Work (SOW)**

What follows is the Scope of Work for the City of Greensburg CRPOS Plan. The City's CRPOS will be developed as part of the larger city-wide planning effort to Comprehensive Plan Update project. The following SOW should be creatively woven into the SOW for the larger comprehensive planning effort presented in the Request for Proposals (RFP).

**A. PUBLIC PARTICIPATION**

Public participation is required throughout the planning process to help determine and prioritize community needs. 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. Special attention should be given to the public participation definitions and techniques outlined in the DCNR Public Participation Guide.

1. Public participation must include:

- a. Project Steering Committee – A CRPOS Plan Advisory Committee has been formed from the larger Comprehensive Plan Steering Committee. This group includes leadership from the Parks and Recreation Department and key parks and recreation stakeholders (see Section 6 of the RFP). The project Workgroup is tasked with staffing both Committees also includes City Parks and Recreation leadership. The Consultant will be responsible for guiding these group throughout the planning process.
- b. Public Meetings – The planning process for the Plan Update will include multiple city-wide and neighborhood meetings in a variety of formats including community mapping exercises, listening/walking tours, workshops, focus groups, key person interviews, online and paper surveys, and planning charrettes. Elements of the CRPOS should be included in these meetings as needed.
- c. Key Person Interviews (10-20 interviews) – key person interview is a one-on-one discussion about a specific topic with an individual recognized or designated as a community leader. The Advisory Committee should help to determine potential interviewees.
  - a. Citizen Surveys (as needed, see DCNR Public Participation Guide)
  - b. Focus Groups (as needed, see DCNR Public Participation Guide)
  - c. Planning Document Review – Review previous planning documents and consider the results of recent public participation efforts regarding parks, recreation, and open space.

**B. AGENCY MISSION STATEMENT, GOALS, AND OBJECTIVES**

The Consultant will work the Parks and Recreation Department, the Committee, and other key stakeholders to develop a clear definition of the agency's purpose and responsibilities. As part of this process, the Consultant will identify what the agency hopes to accomplish at 5, 10, and 20 years. These should be achievable and reflect the needs of constituents.

**C. AGENCY ADMINISTRATION**

The Consultant will work the Parks and Recreation Department, the Committee, and other key stakeholders to analyze how effectively the agency administers recreation, park, and open space services. This analysis must include how the public is involved in 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.

**D. AGENCY PERSONNEL**

The Consultant will work the Parks and Recreation Department, the Committee, and other key stakeholders to identify who is responsible for providing the agency recreation, park, and open space programs and services and to analyze the effectiveness of each involved entity. This would include the development of an existing and desired organizational charts/diagrams, functional charts/diagrams, job descriptions, etc. Volunteer involvement must be part of this analysis.

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

The Consultant will work the Parks and Recreation Department, the Committee, and other key stakeholders to 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 must be identified with strong public participation and input.

The analysis must:

1. Identify and map 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 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. Identify and map existing Greenways in and around the City and work with the Parks and Recreation Department, the Committee, and other key stakeholders to identify potential connections to neighborhoods, businesses, transportation networks, etc.

## **F. FACILITIES AND EQUIPMENT MAINTENANCE**

The Consultant will work the Parks and Recreation Department, the Committee, and other key stakeholders to analyze the effectiveness of the maintenance program.

The analysis must:

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.

## **G. RECREATION PROGRAMS AND SERVICES**

The Consultant will work the Parks and Recreation Department, the Committee, and other key stakeholders to compare existing offerings to those provided by other entities, the needs/wants of constituents, and professional standards. This comparison should help determine if the agency provides a sufficiently broad range of cost-effective programs and services that constituents need/want.

The analysis must:

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. 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
3. Analyze accessibility and inclusiveness of agency programs and services.
4. Identify program and service deficiencies and develop a strategy for the agency to address them.

## **H. FINANCING**

The Consultant will work the Parks and Recreation Department, the Committee, and other key stakeholders to 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.

This analysis must:

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.

#### **I. RECOMMENDATIONS AND COST ESTIMATES**

The Consultant will work the Parks and Recreation Department, the Committee, and other key stakeholders to 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.

This outline must:

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.

#### **J. PLAN IMPLEMENTATION**

The Consultant will work the Parks and Recreation Department, the Committee, and other key stakeholders to design a short and long-term implementation plan.

The 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.

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

**NARRATIVE REPORT**

A draft final CRPOS Plan must be reviewed and approved by the City and DCNR 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.