

REQUEST FOR PROPOSALS

Boroughs of Crafton and Ingram, Allegheny County, PA Joint Comprehensive Plan

The Boroughs of Crafton and Ingram are seeking the services of a professional consultant or consultant team to assist the Boroughs with the completion of a Joint Comprehensive Plan, including a multi-year Financial Management Plan.

Scope of Work

The Comprehensive Plan will focus on the following Priority Topics, in addition to other topics that may be identified as community priorities through the community engagement process. In no particular order, the Priority Topics that will be considered for analysis, at a minimum, are:

1. **Shared Municipal Services** – The Boroughs successfully share services, formally and informally, to reduce costs, improve efficiency and foster collaboration. There are additional opportunities for the Boroughs to explore through this planning process. The Plan will identify the path to increase and capitalize on opportunities for ongoing collaboration that increase efficiency and improve the quality of services to the residents of both communities.
2. **Commercial Area Revitalization** – The Crafton/Ingram Shopping Center is a commercial hub that sits within both Boroughs. In addition, along the Steuben Street corridor there are opportunities for commercial revitalization. The Plan will provide a general assessment of the current market conditions/trends and identify realistic opportunities for future commercial growth, including strategies to be implemented jointly by the Boroughs to support and encourage that economic growth.
3. **Financial Management and Planning** – The Boroughs recognize that operational and fiscal capacity will be critical to the successful implementation of this joint Comprehensive Plan. The analysis and recommendations for this Priority Topic will establish short and long-term financial management objectives for the Borough to ensure that the organizational infrastructures of the Municipalities are in line to support the action items identified by the Comprehensive Plan.
4. **Wastewater/Stormwater Infrastructure** – Both Boroughs are faced with continued capital expenditures to upgrade wastewater and stormwater infrastructure. One large sewer project is planned to traverse both

Boroughs, and joint planning for the design and cost-sharing will be necessary. This Priority Topic will involve joint capital improvements planning around implementation of these important infrastructure projects.

5. **Blight and Abandonment.** Community revitalization is a Priority Topic for the Boroughs. The communities have a long and rich history that is represented by historic structures that contribute to their charm and character. However, much of the housing stock is aging. Vacancy, absentee landlords, and lack of property maintenance combine to negatively impact the communities and their ability to attract new residents and businesses. The Plan will evaluate current areas of blight and recommend strategies, funding, and outside agency programs to develop and implement a comprehensive and sustainable Blight and Abandonment Program. Crafton Borough currently has a Blight and Abandoned Property Committee and this committee structure could provide a framework for the discussion around this Priority Topic with the inclusion of representatives from Ingram.

Refer to the attached proposed Scope of Work for additional details. The Boroughs anticipate revising the Scope of Work based upon consultant proposals where additional planning processes, public engagement techniques and innovations are recommended.

Budget

The budget amount will depend on the consultant proposals and availability of grant funding. Each municipality has dedicated funds for this project.

Schedule

The Boroughs anticipate beginning the project in early 2015, contingent upon the final determination of available funding.

Proposal Submittals

Three (3) paper copies and one PDF file version of the proposal must be submitted to:

Crafton and Ingram Boroughs Joint Plan
Attn: Borough of Crafton
100 Stotz Avenue
Pittsburgh, PA 15205

Proposals must be received no later than 12:00pm on **Friday, December 5, 2014** to be eligible for consideration. Questions regarding the proposal shall be directed to John Trant, Jr., Interim Borough Manager, at jtrant@craftonborough.com.

Crafton and Ingram Boroughs, Allegheny County

Multi-Municipal Comprehensive Plan

The Boroughs of Crafton and Ingram are jointly pursuing the development and implementation of a Multi-Municipal Comprehensive Plan. These two municipalities have a combined population of 8,921 (Crafton 5,591; Ingram 3,330), with a shared total land area of 1.6 square miles (Crafton 1.14; Ingram .46). The communities are unique but have many commonalities. They are conveniently located close to the City of Pittsburgh and have a strong urban/inner-ring suburban character. The Boroughs have rich histories and many compelling community attributes. However, with this long history comes housing stock and infrastructure that are aging, impacting the overall quality and sustainability of the municipalities' operations and services. It is these and other common topics that will serve as the foundation for the new Comprehensive Plan, including but not limited to the following:

Shared Municipal Services – The Boroughs successfully share services, formally and informally, to reduce costs, improve efficiency and foster collaboration. There are additional opportunities for the Boroughs to explore through this planning process. The Plan will identify the path to increase and capitalize on opportunities for ongoing collaboration that increase efficiency and improve the quality of services to the residents of both communities.

Commercial Area Revitalization – The Crafton/Ingram Shopping Center is a commercial hub that sits within both Boroughs. In addition, along the Steuben Street corridor there are opportunities for commercial revitalization. The Plan will provide a general assessment of the current market conditions/trends and identify realistic opportunities for future commercial growth, including strategies to be implemented jointly by the Boroughs to support and encourage that economic growth.

Financial Management and Planning – The Boroughs recognize that operational and fiscal capacity will be critical to the successful implementation of this joint Comprehensive Plan. The analysis and recommendations for this Priority Topic will establish short and long-term financial management objectives for the Borough to ensure that the organizational infrastructures of the Municipalities are in line to support the action items identified by the Comprehensive Plan.

Wastewater/Stormwater Infrastructure – Both Boroughs are faced with continued capital expenditures to upgrade wastewater and stormwater infrastructure. One large sewer project is planned to traverse both Boroughs, and joint planning for the design and cost-sharing will be necessary. This Priority Topic will involve joint capital improvements planning around implementation of these important infrastructure projects.

Blight and Abandonment. Community revitalization is a Priority Topic for the Boroughs. The communities have a long and rich history that is represented by historic structures that contribute to their charm and character. However, much of the housing stock is aging. Vacancy, absentee landlords, and lack of property maintenance combine to negatively impact the communities and their ability to attract new residents and businesses. The Plan will evaluate current areas of blight and recommend strategies, funding, and outside agency programs to develop and implement a comprehensive and sustainable Blight and Abandonment Program. Crafton Borough currently has a Blight and Abandoned Property Committee and this committee structure could provide a framework for the discussion around this Priority Topic with the inclusion of representatives from Ingram.

SCOPE OF WORK

The Boroughs of Crafton and Ingram are jointly pursuing the development and implementation of a Multi-Municipal Comprehensive Plan. The Boroughs wish to engage in a process to draft an “implementable comprehensive plan”. The Plan will be actionable and will build upon the momentum created during the planning process by facilitating implementation in the near future, rather than resulting in distant, far-reaching goals. The Comprehensive Plan should be an implementable plan following principles and key concepts currently promoted by the Pennsylvania Department of Community and Economic Development (DCED). The planning process will focus on and be organized around Priority Topics identified by the communities and will move the communities together toward a shared vision for the future that is simultaneously forward-thinking and achievable.

A number of items in the proposed Joint Comprehensive Plan are consistent with and advance the priorities of Allegheny County as identified in Allegheny Places, including but not limited to the following.

- Promoting multi- municipal cooperation and sharing of services
- Provide for greenways connectivity
- Recognize community character and preserve historic resources
- Provide for compact, walkable mixed use development
- Protect environmental resources

Addressing these topics through the development of the proposed Plan will be a priority, as well as any other topics identified through the planning process as important in relationship to the County.

Unless identified otherwise, the selected Consultant will be responsible for performing the following tasks:

A. Formulate Steering Committee to guide the comprehensive planning process.

Each municipality will identify members of the community (ideally up to 8) that will represent a wide range of particular qualities and qualifications. Committee members will include residents, business owners, church representatives, recreation advocates and users, volunteer organizations, developers and others interested in strategic planning for the Boroughs. In addition, there will be council representatives and municipal staff members participating in the process.

Thoughtful selection of the Committee members will identify key stakeholders who will work through the planning process and be engaged in the implementation of the Joint Plan. Members from the committee will be expected to attend all Steering Committee meetings and public meetings and provide insights about future implementation of proposed recommendations.

The Consultant will prepare agendas and content for each meeting, facilitate the meeting, and prepare meeting minutes. Each Borough will provide adequate meeting space to host the meetings according to an agreed upon meeting schedule.

B. Review previous planning efforts and related documents.

The Boroughs will identify and provide copies of all prior planning studies, reports, and related materials. The Consultant will identify and analyze the Priority Topics identified by the communities in prior plans. The Consultant will review planning documents prepared over the past ten years for each municipality and provide a summary of the recommendations found in those plans. This will include the recently completed Crafton Borough Parks Master Plan, which includes many recommendations for improvements to the Borough's parks and pool, and the ongoing Fire Service Delivery Study.

C. Assemble base mapping and other drawings.

The Boroughs will provide to the Consultant all available mapping, hard copy and digital, that is available for use in this planning process. The Consultant will assemble the maps and drawings and develop any new maps and drawings based upon the information provided and any other publicly available resources.

D. Research, analyze and draft a summary report on current housing, demographic, and economic data and trends.

The Consultant will assemble data, assimilate trending information and make observations regarding current housing, demographic and economic information about the Boroughs.

E. Facilitate Joint Steering Committee Meeting #1.

The Joint Steering Committee will bring members of both communities together to identify common topics and opportunities for cooperation. The purpose of the first Steering Committee Meeting is to define the planning process and articulate the

topics that have potential to be addressed in the plan. The goals for the meeting will be:

- Review and revise the proposed planning process and schedule, as needed.
- Review previous planning efforts and subsequent recommendations.
- Brainstorm important topics, opportunities and community assets and liabilities for both Boroughs.
- Define the community outreach for the project, including stakeholder interviews and focus groups.

F. Interview stakeholders from each Borough.

Consultant will contact up to twenty (20) individuals via phone, electronic media, or via one-on-one meetings to discuss relevant topics that face the Boroughs. As the committee identifies groups active in the community, the Consultant will make every effort to connect with group representatives. Examples of such might be borough staff, officials, members of boards/commissions, and those active in the communities.

The Consultant will interview up to ten stakeholders for each borough for a total of 20 interviews. The Boroughs will provide contact information for those being interviewed to notify each party as to why the Consultant will be contacting them. The Consultant will prepare a detailed report referencing the interviews and provide summaries for each respective borough.

G. Conduct Public Meeting #1 at each Borough (2 meetings total).

The Consultant will facilitate one public meeting at each Borough to provide residents and stakeholders the opportunity to give input regarding current topics. The meeting should be set-up in such a way that interactive conversation between residents, stakeholders, and consulting team is promoted, thus encouraging ownership of the Plan by those community representatives. The Boroughs will advertise meetings in multiple media and arrange a meeting space.

H. Facilitate multi-municipal/regional topics stakeholders meeting.

This meeting will gather key stakeholders from each Borough to focus on multi-municipal and regional topics facing Ingram and Crafton. The Boroughs will identify, with the Consultant's assistance, individuals from each municipality to provide insight on the interconnectivity of the Boroughs and larger regional topics that impact the communities collectively. The Consultant will facilitate one (1) meeting to provide for discussion on topics that pertain to the Boroughs on a multi-municipal and regional level. This will bring to light opportunities for future shared use agreements and multi-municipal solutions for neighboring municipalities.

I. Assemble a summary report on the possible Priority Topics.

The Consultant will review all input collected through the public meetings, stakeholder interviews, multi-municipal meeting, professional assessments and background information to create a list of possible Priority Topics for the Boroughs to consider addressing through this planning effort in addition to those already identified by this proposed Scope of Work. All of the topics will be listed and clustered into possible Priority Topics for each Borough. These topics will be of the type that an “Implementable Comprehensive Plan” can successfully address. The proposed list will form the structure of the Multi-Municipal Implementable Comprehensive Plan.

The review of the Priority Topics will include those identified in the consultant RFP, including the Financial Management Priority Topic. The Financial Management Priority Topic must be included as one of the final Priority Topics to be included in the Plan.

J. Facilitate Joint Steering Committee Meeting #2 to confirm/define the Priority Topics.

The Committee will be tasked with reviewing the summary information from the public input collected and the proposed Priority Topics list. The goal of this meeting will be to prioritize the topics and identify the topics that the “Implementable Comprehensive Plan” will address, in addition to the Financial Management Priority Topic. At least two topics must be a joint or common topic facing both communities. The Steering Committee will review and edit subtopics under each Priority Topic and then identify priorities. This will be a two-part ranking. Committee members will rank the subtopics based on those most important to the community. They would then rank the viability of the topics being addressed over the next few years. This will enable a realistic, tangible work product. The topics that get the highest combined rankings and selected by the Steering Committee will be those addressed by the Plan’s recommendations. The Priority Topics selected must be:

- Realistic.
- Citizen-focused.
- Understandable.
- Relevant / current.
- Specific.
- Actionable within a 5 year timeframe.
- Linked to municipal functions.
- Change-oriented.
- Supported by data and public input.

K. Review the results of the rankings of the subtopics for each Borough.

Based on public input, draft a list of high, moderate and low priority topics to be addressed as sub-topics under each of the Priority Topics. The goal is to attain a

better understanding of which of the subtopics are of high priority to the committee and which are feasible to accomplish over the coming years. A ranking of topics will be compiled by the Consultant with assistance from each of the Boroughs. The subtopics will organize the analysis of each Priority Topic.

L. Research the Priority Topics.

The Consultant will create background narrative that describes each Priority Topic in detail. This might include items such as demographic analysis, mapping, relevant literature or interviews with technical advisors.

M. Facilitate Joint Steering Committee Meeting #3 to review the validity, priority, and feasibility of addressing each Priority Topic with the Boroughs.

This will confirm the importance of the topics and the likelihood that relevant change can occur in a reasonable amount of time as a result of municipal influence and control. It will be important for elected officials and staff to be involved in every step of the process; however, it will be essential that there is representation at this meeting to ensure broad-based support for the selected Priority Topics.

N. Develop a Five (5) Year Financial Plan for the Boroughs

For this Priority Topic, the consultant will draft a multi-year financial management plan to assist Boroughs in strengthening their multi-year financial planning processes.

Plan provisions will include:

- Strategies to address the loss of revenue through the aged and rental housing properties located throughout the two Boroughs;
- A feasibility study regarding the possibility of implementing a split real estate tax for land and buildings;
- Capacity building within each Borough so that they may draft, adopt, monitor, and implement multi-year financial management plans and incorporate this process into their annual budgets;
- Management studies that will improve the management, financial administration, and economic development activities within the Boroughs;
- Implementation of a system of multi-year revenue and expenditure financial monitoring and trend analysis, including costs associated with municipally funded retirement and health insurance plans, so that the Boroughs can anticipate and plan for future financial conditions;
- A mechanism to assist Boroughs in prioritizing short and long-term financial goals and objectives;
- Evaluation of information technology for financial management software and hardware and computer networking; and

- A methodology enabling the Boroughs implement best practices in community and economic development to encourage economic growth of the Boroughs' tax bases over a multi-year period. Best practices may include revitalizing business districts; enhancing existing residential programs, initiatives, and activities; and commercial/industrial redevelopment and reuse.

The Five Year Financial Plan should be divided into six (6) critical steps –

- Step 1 → Financial Condition Assessment** – Assessment performed as a method of establishing a baseline of the Boroughs' historic and financial conditions.
- Step 2 → Financial Trend Analysis** – Conducted over a period of several years, the analysis will project future revenue, expenditure, economic and demographic trends so that the Boroughs will fully understand their current financial situation while better equipping them to immediately combat and counteract any negative trends that occur.
- Step 3 → Financial Plan for Current Fiscal Year** – The Five Year Financial Plan should allow the Boroughs to follow both short and long term financial strategies simultaneously. The Plan should include financial management strategies to be undertaken in a 6 to 12 month period. The Plan should establish a strategy regarding a) whether the current fiscal year's budget can and/or should be modified; b) whether operational and/or personnel reductions should be implemented; c) whether short-term borrowing, including unfunded debt borrowing, is necessary; and d) whether other types of administrative reorganization or other short-term actions should be implemented to ensure the Boroughs remain solvent during the current fiscal year.
- Step 4 → Management Audit** – Conduct a management audit of all operations and departments. The audit should include narrative summaries regarding each department's budget, operations, and other pertinent data. Narrative information should be compiled following interviews with department directors, managers, and other staff to ensure a comprehensive view of the Boroughs most critical operational needs.
- Step 5 → Five Year Plan Adoption** – The Plan will identify the Boroughs' top three (3) financial management priorities. Each priority must also share a detailed action plan that describes a) actions to be achieved; 2) budgetary impacts; 3) timing and deadlines for each action step; and 4) which employee and/or department is responsible for the action item.
- Step 6 → Five Year Plan Implementation** – Creating a Five Year Financial Management Plan is an ongoing, dynamic process, and the

initially adopted Plan must be reviewed, adjusted, and readopted each year. A master implementation schedule that outlines key deadlines for each action item set forth in the plan must be adopted. The schedule will serve as a report card so that departments and staff can determine if their target objectives are being met, thereby providing a system of evaluation for the Boroughs can carefully measure their progress in implementing the Plan.

- O. Conduct up to four (4) focus group meetings, to discuss the Priority Topics.**
Community Stakeholders, with specific knowledge of topics, public/private funders, county or state staff responsible for these topics and other experts will be invited to attend these focus group meetings. Involving these individuals will be critical for potential support for implementation of Plan. The meetings will be organized around one or two priority topics for each meeting.
- P. Research the following plan elements, including background information and existing plans, resources, or entities that may currently be addressing the topics. This information will be used to inform the analysis and recommendations surrounding the Priority Topics.**
- Future development and land use;
 - Housing;
 - Transportation;
 - Infrastructure;
 - Recreation and other community facilities;
 - Natural and historic resources;
 - Water supply;
 - Compatibility with neighboring communities;
 - Statement of the interrelationship of the Plan components.
- Q. Draft a vision statement based on optimal outcomes for each Priority Topic and draft a joint vision statement to collectively address all the Priority Topics and the futures of the Boroughs.**
Each vision for the Priority Topics will be refined with goals and objectives that will further define the structure of the Plan's recommendations and the measures by which successes will be tracked.
- R. Develop strategies for implementation, identifying clusters of high, moderate and low priorities for each Priority Topic.**
For high priority strategies, the Consultant will develop a detailed action plan. For example: If an ordinance is recommended, then a draft ordinance will be written. If there is a design topic, preliminary design ideas or guidelines will be developed. For

engineering projects, a preliminary scope/plan with sufficient detail will be designed in order to complete cost estimates with the intent of use in future funding opportunities. For economic development, land use practitioners can be consulted for exploring feasibility. It is the intent under the implementable plan model that high priority strategies be developed to the point of action.

For moderate priority strategies, the Consultant will identify a clear sequence of steps for implementation with an understanding of how these steps can be accomplished and funded. Using examples from other municipalities that successfully addressed similar topics will result in a greater chance of implementation.

S. Conduct Public Meetings #2 at each Borough (2 meeting total).

The Consultant will facilitate a public meeting at a location within and coordinated by each Borough to review the Priority Topics and associated recommendations.

T. Prepare the Draft Plan.

The Consultant will develop a user-friendly final plan report for each Borough. The report will be easily accessible to non-professionals with key highlighted points, organized to include background information, public input collected, and the analysis and recommendations associated with the Priority Topics.

U. Assist with the Plan Adoption Process, including:

1. Attend and present the draft plan at a public meeting held by the Planning Commissions of both Boroughs. This will ideally be one joint meeting, but if this cannot be scheduled, two (2) meetings (one with each Planning Commission) will be held.
2. Attend and present the draft plan at two (2) public hearings held by the Borough Councils for each Borough.
3. Coordinate the Plan's review by Allegheny County and the appropriate response.
4. Coordinate the Plan's review by neighboring municipalities and school district.

V. Deliverables:

Each Borough will be provided five (5) hard copies (black and white) of two (2) Plan drafts, as well as digital copies, to each municipality for review. Each Borough will be provided five (5) hard copies (color) of the Final Plan and the County will be provided one color bound copy. Digital copies will be given to the Boroughs and County. The County shall be provided an adopted version of the Plan, with accompanying resolutions from each Borough.