

## Maintenance & Operations

### *Existing Conditions and Practices*

Current maintenance practices provide basic park services, but do not provide a comprehensive maintenance program for Reservoir Park. Reservoir Park is part of the overall maintenance budget for all parks and other areas in the city. Park issues are reported to the Neighborhood Services Department for action. Staff noted that the city does provide continued training, opportunities to attend seminars or workshops, and other training specific to their staff needs.

Several maintenance constraints were discovered through staff interviews, maintenance practices, equipment review, existing park condition observations, public comments, and other information obtained. While portions of the park are maintained to acceptable levels, other areas of the property present maintenance challenges that are either not met, or are provided during emergency situations only. Several factors contribute to the maintenance issues. The largest constraint is available man-hours. Current staff has the ability to perform the work necessary to provide increased levels of service; however, the lack of available staffing levels for the amount of maintenance needed creates a shortage in man-hours. Some other contributing factors that hinder successful overall park maintenance include, team motivation and communication between all levels and departments, chain of command decisions, and community assistance for park maintenance. Community assistance includes proper litter disposal and potential volunteer clean up and maintenance assistance.

During the staffing interviews workers attitude was positive and their desire to perform at high levels was obvious. The constraints listed above hinder staff from reaching their full potential. Staff noted that some of the work is performed by contacted services;

however, man-hours only permit the basic level of service. The detailed care needed for the property would require additional staffing, outside contractors, community assistance, and a greater financial commitment from the city. Examples of additional maintenance opportunities that can be performed include; tree care, landscape bed maintenance, fountain maintenance, increased mowing efforts, litter patrol, playground safety inspections and repair, and court and fencing repairs. In many instances, the lack of maintenance due to the constraints noted above may increase liability risks for the city.

Opportunities exist for new revenue streams or the possibility for an increase in current revenue streams. Increased revenues may be used as a means to help offset any man-hour cost increases. Additionally, a streamlined approach to maintenance scheduling, reporting, and follow up will assist to lower overall costs, increase productivity, and decrease liability risks currently observed at the park. And, best maintenance management practices will provide for increased efforts, reduces man-hours needed, and community education. Some of these maintenance practices may include no-mow zones, wildflower or butterfly gardens, and other maintenance reduction practices.

The park design being offered will assist with maintenance concerns. The design includes opportunities for lawn and turf maintenance, meadows, and other maintenance management practices which will decrease the number of man-hours needed for overall maintenance.

There appears to be a large desire from volunteer groups to assist in the maintenance of the park, but thus far that has not occurred. Many groups and organizations have expressed their willingness to assist; however, their assistance desire has not resulted in any action. This presents an opportunity for enhanced communication and partnerships with a variety of organizations for park patrols,

maintenance, and litter pick-up assistance.

### *Recommendations for Maintenance & Operations*

- Review all permit fees for pavilion reservations to determine if the fee charge is desired and / or adequate.
- Begin / add to community events that provide additional revenues (food truck day, public festivals, flea markets, sponsored concerts).
- Provide no mow zones, meadows, butterfly gardens, rain gardens, and other management practices to reduce the need for intensive maintenance. An enhanced effort to provide print information, classes, and education should be developed to offer residents information regarding sustainability efforts, best management maintenance practices, and other environmental concerns.
- Streamline the maintenance record keeping by purchasing a maintenance software package and appoint a person who is responsible of all maintenance record keeping, work orders, and ensuring the park meets all safety guidelines.
- Educate the community regarding proper litter disposal and empty the cans regularly to promote litter containment.
- Communicate with volunteer groups to provide in-kind services (garden club, neighborhood watch) to obtain community “buy in”.
- Promote a team approach to complete park care. This is obtainable through better communication, a chain of command outlining responsibilities, and an overall city effort for cooperation
- Proper enforcement of rules and policies internally and externally will promote team unity.
- Employ dedicated parks seasonal workers from March through October at the park to assist with daily maintenance needs.
- Continue and enhance communications with community groups who have said, in the

past, they are willing and eager to assist with maintenance, litter patrols, park vandalism patrols. Provide volunteer contracts for maintenance assistance and hold groups accountable for their commitment.

## Recreational Programming

### *Existing Programs and Offerings*

The Department offers a variety of city-wide programs for area residents. Pool activities, after school programs, summer enrichment programs, and other seasonal offerings are well attended. Pool programs offer opportunities to learn to swim and other evening swimming events. Summer programs are also well attended; however, issues with discipline are continual and difficult to enforce. Seasonal programs, though limited in offerings, also provide opportunities for youngsters to learn, play, and be creative. A commonly noted point was that since most, if not all, programs are free of charge, providing sufficient leaders to administer offerings is difficult. Registrations change daily and presently there is no system for attendance tracking.

While most programs offered are successful and necessary, an overall review of the recreational offerings revealed some constraints to providing increased services and enhanced opportunities for the residents. Adherence to rules and policy, qualified employee applications, discrepancies in salary for seasonal workers, program locations, event advertisements, registration processes, registrant discipline procedures, program attendance tracking, participant history, and financial limitations were noted as hindering the recreational experience for all registrants and staff. Some outside organizations (YMCA) do provide some of the recreation opportunities to the residents; however, those programs include a registration fee to participate.

Opportunities exist for increased programming for

people of all ages and abilities. Almost all programs and offerings are currently free to attend. Increased organized recreational program opportunities and additional community events will increase respect for the park, which will provide for a better experience for all park visitors and recreation participants. Additionally, increased park use through programs and events will lessen the amount of vandalism, improper trash disposal, will assist to lower police presence in the park, and will help build a stronger community near Reservoir Park.

### *Recommendations for Recreational Program*

- Consider purchasing a recreation software package. Such a package provides direct communication with residents, enhanced record keeping, participant history tracking, program promotion, pavilion rentals, field uses scheduling, and program invoicing; providing the Park Director an easier means to perform all these duties. In turn, this will permit additional time for the Director to focus on other recommendations found in this report including but not limited to, park inspections, instructor solicitation, brochure development, work order requests, and program development. A basic recreation software package cost is approximately \$4,500 annually, with a one-time startup cost of \$1,000. There are several software packages available that should easily accomplish this recommendation.
- Consider an overall philosophy to assist the Parks and Recreation Director in determining potential program, and other, fees. The DCNR model, *Financing Municipal Recreation and Parks, Second Edition* (Appendix B: pgs. 113-123), discusses a Pyramid Model concerning program benefits and costs. This model should be used as a guide to assist in determining potential program fees or scholarship guidelines. An overall philosophy is necessary to provide approved policies on fees and provides accountability for the Director in determining program fees. A policy also permits the Director to communicate various fees with the residents and provides a backbone for the departmental fee structure.
- Research brochure and newsletter contractors that will provide print layout and printing for seasonal advertisements at no cost to the city in exchange for advertising in the print media.
- Solicit special events provided by contracted agencies, volunteers, sponsorships, agreements, and other cost saving opportunities. Solicit sponsors for these events who receive advertisements for their donations. Ads take many forms and sponsors are displayed in brochures, event signage, news print, and other forms in recognition for their donation.
- Develop a mechanism to recruit and retain program instructors and third party recreation providers. Instructors and third party providers play a large role in the success of the department to offer year round programs. A procedure to solicit contracted instructors will be most beneficial. New Child Protective Services laws exist and adherence to these laws is mandatory. Develop a procedure to identify which instructors or third party providers need clearances, and most importantly, develop a system to ensure all clearances are provided as outlined in the law.
- Review all staff salaries to create a consistent employee pay schedule. The current system has salaries that are inconsistent to the positions, thus creating some animosity among employees.
- Enhance and reevaluate all program evaluation forms and community surveys to assist the Director to determine community wants and expectations.

## Site Maintenance

The maintenance and management of Reservoir Park should be based on the specific needs associated with each park use area. The types of use areas as shown in the master plan can be generally divided as follows:

- Park buildings include the bandshell, mansion, historic pavilion, Arts Buildings and Brownstone, restrooms, and historic headhouse and, other pavilions.
- Pavements include roads, driveways, trails, playground safety surfacing, play courts, sidewalks and plazas.
- Equipment including playground equipment, site furniture, lighting, spray pool areas and electrical, plumbing and other infrastructure.
- Vegetation includes meadows, lawns, trees, shrubs, and limited areas of horticultural highlights that include groundcovers, perennials and ornamental grasses.
- Stormwater controls that include drainage structures and vegetated BMPs.

The following is a monthly outline of basic maintenance tasks that should be completed. The frequency (times per month) of these maintenance tasks is indicated in parentheses. Refer to the appendix for the estimated yearly labor hours for maintenance and upkeep for the Park.

The following is a monthly outline of basic maintenance tasks that should be completed. The frequency (by month) of these maintenance tasks is indicated in parentheses.

### January

- Inspect trails, walkways, parking lots, playgrounds and all areas for damage and needed repairs (1)
- Signage inspection and repairs (1)
- Building cleaning and maintenance (4)
- Clean restrooms weekly (4) (for those open

during winter)

- Inspect and mechanically remove invasive plants
- Needed tree pruning / damage repairs / removals
- Snow removal for driveways, walks, trails and parking areas as needed

### February

- Inspect trails, walkways, parking lots, playgrounds and all areas for damage and needed repairs (1)
- Signage inspection and repairs (1)
- Clean restrooms weekly (4)
- Inspect and mechanically remove invasive plants
- Needed tree pruning / damage repairs / removals
- Snow removal for driveways, walks, trails and parking areas as needed

### March

- Signage inspection and repairs (1)
- Inspect trails, walkways, parking lots, playgrounds and all areas for damage and needed repairs (1)
- Clean restrooms weekly (4)
- Open those restrooms that are closed for winter
- Needed tree pruning / damage repairs / removals
- Inspect trails, bridges & culverts/make repairs (1)
- Inspect and mechanically remove invasive plants
- Mow warm season meadows (1)
- First mowing of trails and roadway shoulders (1)
- Snow removal for driveways, walks, trails and parking areas as needed
- Inspect and mechanically remove invasive plants
- Inspect BMP's & remove debris as required (1)

### April

- Inspect trails, walkways, parking lots, playgrounds and all areas for damage and needed repairs (1)
- Signage inspection and repairs (1)
- Clean restrooms twice weekly (8)
- Mow trails and shoulders (2)
- Plant / replant (re-vegetation target areas) (1)
- Inspect trails, bridges & culverts/make repairs (1)

May

- Inspect trails, walkways, parking lots, playgrounds and all areas for damage and needed repairs (1)
- Signage inspection and repairs (1)
- Clean restrooms twice weekly (8)
- Mow trails and shoulders (3)
- Inspect trails, bridges & culverts/make repairs (1)
- Inspect BMP's & remove debris as required (1)

June

- Inspect trails, walkways, parking lots, playgrounds and all areas for damage and needed repairs (1)
- Signage inspection and repairs (1)
- Clean restrooms twice weekly (8)
- Mow trails and shoulders (3)
- Inspect trails, bridges & culverts/make repairs (1)

July

- Inspect trails, walkways, parking lots, playgrounds and all areas for damage and needed repairs (1)
- Signage inspection and repairs (1)
- Clean restrooms twice weekly (8)
- Mow trails and shoulders (3)
- Inspect trails, bridges & culverts/make repairs (1)
- Inspect meadows for invasive plants – Mow ½ of meadow if required (1)
- Inspect BMP's & remove debris as required (1)

August

- Inspect trails, walkways, parking lots, playgrounds and all areas for damage and needed repairs (1)
- Signage inspection and repairs (1)
- Clean restrooms twice weekly (8)
- Mow trails and shoulders (3)
- Inspect trails, bridges & culverts/make repairs (1)

September

- Inspect trails, walkways, parking lots, playgrounds and all areas for damage and needed repairs (1)
- Signage inspection and repairs (1)
- Clean restrooms twice weekly (8)

- Mow trails and shoulders (3)
- Signage inspection (1)
- Inspect trails, bridges & culverts/make repairs (1)
- Inspect BMP's & remove debris as required (1)

October

- Inspect trails, walkways, parking lots, playgrounds and all areas for damage and needed repairs (1)
- Signage inspection and repairs (1)
- Clean restrooms twice weekly (8)
- Mow trails and shoulders (3)
- Inspect trails, bridges & culverts/make repairs (1)
- Inspect BMP's remove debris as required (1)
- Fall clean-up (1)

November

- Inspect trails, walkways, parking lots, playgrounds and all areas for damage and needed repairs (1)
- Signage inspection and repairs (1)
- Clean restrooms weekly (4)
- Winterize restroom facility and turn off water (1) (for those that are closed for winter)
- Needed tree pruning / damage repairs / removals
- Inspect trails, bridges & culverts/make repairs (1)
- Fall clean-up (1)
- Snow removal (2) for driveway and parking area only (as needed)
- Inspect BMP's & remove debris as required (1)

December

- Inspect trails, walkways, parking lots, playgrounds and all areas for damage and needed repairs (1)
- Snow removal for driveways, walks, trails and parking areas as needed
- Signage inspection and repairs (1)
- Clean restrooms weekly (4)
- Needed tree pruning / damage repairs / removals
- Fall clean-up (1)



## Safety and Crime Deterrence

Park crime deterrence is a combination good park rules, policing and community participation in the park's stewardship. While residents who live close to Reservoir Park have a perception that the park is reasonably safe, residents from other parts of Harrisburg and the suburbs have expressed concerns about park safety. Anecdotal information along with police reports show that serious violent crime in Reservoir Park is unusual if not rare. However, information suggests that nuisance crimes occur with some frequency, but are relatively minor. Occasional serious incidents of vandalism have occurred in recent years, including serious vandalism at the Arts Village.

One of the best deterrents to crime is heavy park use. Criminal or illicit activity will generally occur less frequently in areas that have large numbers of park users. Certainly, an emphasis of the master plan is to promote more and different types of recreational and other activities that create more park use. The proposed adaptive reuse of the mansion, more playgrounds spread out over more areas of the park, a dog park, an oval track on Flat Top, a trike / skateboard track at the water tanks, handball courts and pickleball, are all intended to create more and different groups of park users bringing more eyes into the park.

Circulation changes to the park's roads were reviewed with both the City police and fire departments that were comfortable exploring these circulation changes. It is hoped that these motor vehicle constraints will make the park more attractive to walkers, joggers and runners, again adding more activity over more hours each day. More events in the park will bring more area residents, perhaps many who have not visited the park previously, to Reservoir Park. Also, events and the ability to obtain refreshments in the park will give visitors reasons to return frequently.

Certainly, active observation by neighbors should be encouraged; the City should work with the local police to identify key locations for close circuit cameras within the park; and random police patrols should occur. Police are encouraged to maintain an active dialogue with neighbors to prevent any unwanted activities such as littering, vandalism and underage drinking and drug use.



# 4

## CHAPTER Implementation

### **Cost Estimate of Capital Improvements**

A detailed cost estimate of proposed capital improvements is provided in the body and appendix of this report. The total projected improvement cost for the park is \$ 5,930,800; cost for design and engineering are estimated at 15% or \$ 889,620; bringing the total project cost to \$ 6,820,420. Figure 4.1 shows a summary breakdown of costs per phase. Unit costs were established based on construction costs for similar projects and reflect prevailing wage rates that are required for public construction projects.

Please refer to the Estimate of Probable Development Costs found in the appendix of this report for a more detailed description of the proposed park site improvement cost estimates.

<b>PHASE 1</b>		<b>\$ 1,068,380</b>
	Circulation Enhancements - Phase 1	\$ 33,110
	Meadow Planting	\$ 248,072
	Chutes and Ladders Playground	\$ 521,579
	Dog Park	\$ 265,619
<b>PHASE 2</b>		<b>\$ 622,887</b>
	Restroom - West	\$ 250,613
	Trike / Skateboard Park	\$ 173,052
	Toddler Playground 1 (West)	\$ 199,222
<b>PHASE 3</b>		<b>\$ 927,118</b>
	Hillside Seating (Bandshell)	\$ 106,690
	Food Truck Pull-Offs	\$ 26,486
	Spray Play "Alley"	\$ 316,410
	Expanded Parking (Bandshell)	\$ 477,533
<b>PHASE 4</b>		<b>\$ 821,134</b>
	Expanded Parking (Courts)	\$ 352,528
	Tennis Court Renovation - Pavilion/Handball/Tennis/Pickleball	\$ 338,902
	Renovated Basketball Courts/Hillside Grandstands	\$ 129,704
<b>PHASE 5</b>		<b>\$ 491,007</b>
	Walnut St. On-Street Parking	\$ 197,571
	Traffic Circle	\$ 149,556
	Circulation Enhancements - Phase 2	\$ 143,880
<b>PHASE 6</b>		<b>\$ 887,027</b>
	Mother Tree Music Play	\$ 71,966
	Toddler Playground 2 (East)	\$ 137,828
	Pavilion Grove	\$ 423,594
	Restroom - East	\$ 253,638
<b>PHASE 7</b>		<b>\$ 794,441</b>
	Trails - Great Lawn, Dog Park to Flat Top, Expanded Greenbelt	\$ 204,864
	Bicycle Pump Track	\$ 325,829
	Flat Top Ellipse Path	\$ 263,748
<b>INDEPENDANT PHASE</b>		<b>\$ 318,799</b>
	Renovated Fountain (Wellspring of our Future)	\$ 104,933
	Fountain restoration to zero depth (Evolution)	\$ 213,865
<b>SITE WORK TOTAL</b>		<b>\$ 5,930,791</b>

Figure 4.1 Opinion of Probable Construction Cost by Phase\*



\*These costs are based on estimated construction costs for 2017 including standard prevailing wage rates associated with the public funding and bidding. Privately funded and constructed improvements will be 15-20% less costly. Costs will need to be adjusted upward at a rate of 1-2% for each year following to account for the rate of inflation.

## Project Phasing

Improvements to Reservoir Park will be implemented in seven phases as funding becomes available. Proposed phasing was developed based on several factors including:

- Creating new facilities in the park that will draw new users to Reservoir Park.
- Creating improvements that will show a marked change in the park as a signal to the community that the park is being improved.

- A combination of lower cost and more expensive improvements in each phase on construction.
- Each recommended construction phase was assembled to be no more than \$1million dollars – to make each construction phase reachable. Phases can be combined if larger amounts if park funding is obtained.
- Improvements that over time will serve all age groups and activity interests in the park.

If funding opportunities for specific projects become available before others, the City should implement those improvements even if they do not exactly follow the phasing plan. For example improvements, such as the fountain renovations are planned to be funded by private donors who have expressed interest in funding those projects and are independent of a phase.

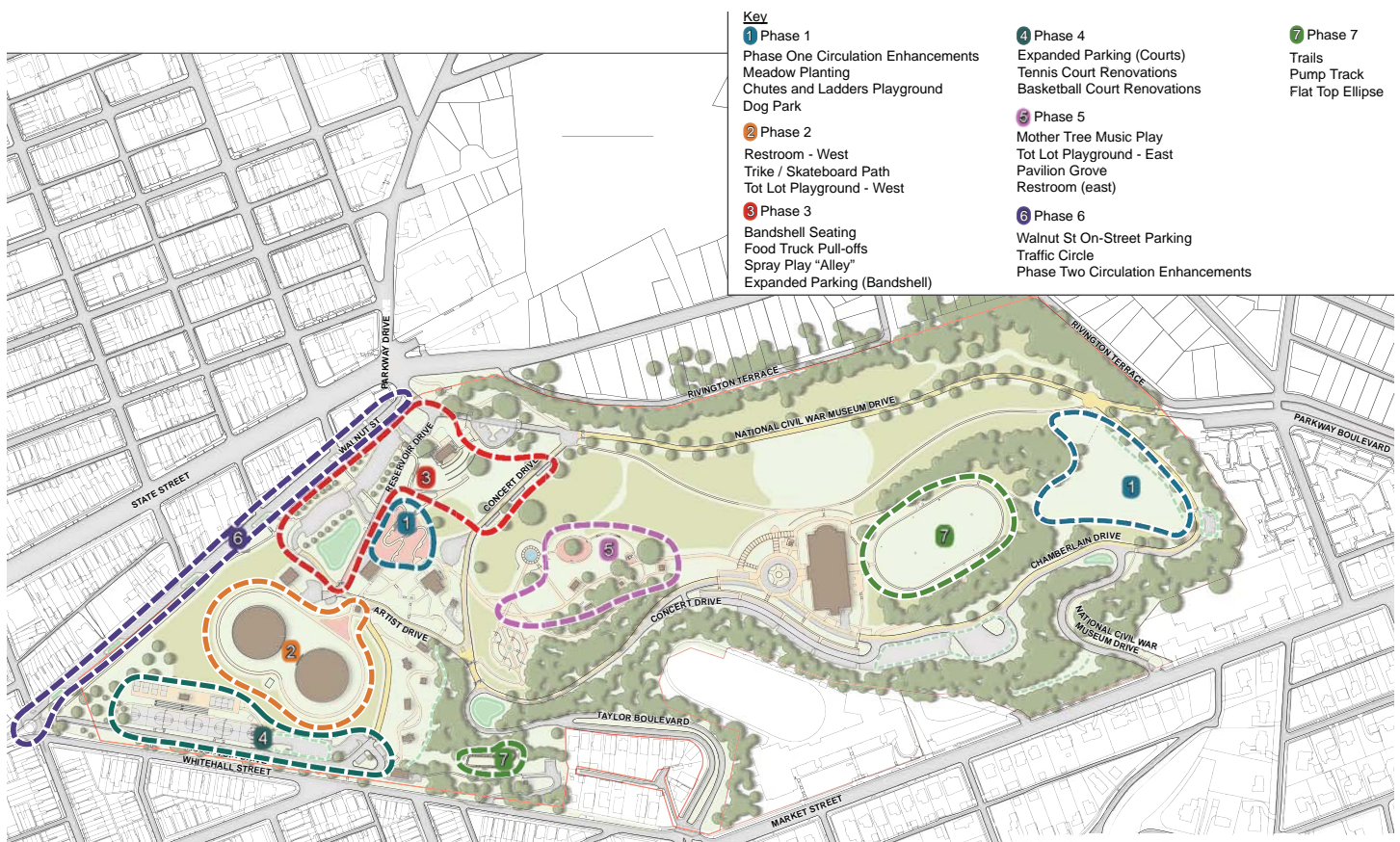


Figure 4.2 Site Phasing Plan

## Potential Funding Sources

Agencies that have grant programs that will be most applicable to the Reservoir Park are:

- Department of Conservation and Natural Resources (DCNR)
- Department of Community and Economic Development (DCED)
- Pennsylvania Infrastructure Investment Authority (PennVEST)
- Pennsylvania Department of Environmental (DEP)
- The Redevelopment Assistance Capital Program (RACP)

### *Pennsylvania Department of Conservation and Natural Resources (PA DCNR)*

#### Community Conservation Partnership Program (C2P2)

The Community Recreation and Conservation Program through the PA DCNR Community Conservation Partnership Program (C2P2) provides funding to municipalities and authorized nonprofit organizations for recreation, park, trail and conservation projects. These include planning for feasibility studies, trail studies, conservation plans, master site development plans, and comprehensive recreation park and open space and greenway plans. In addition to planning efforts, the program provides funding for land acquisition for active or passive parks, trails and conservation purposes, and construction and rehabilitation of parks, trails, and recreation facilities. Most of these projects require a 50% match, which can include a combination of cash and/or non-cash values.

#### Recreational Trails Program (RTP)

The Pennsylvania Recreational Trails Program, also through the C2P2 Program, awards grants to

federal and state agencies, local governments, non-profit and for-profit organizations to assist with the construction, renovation and maintenance of trails and related facilities for both motorized and non-motorized recreational trail use, the purchase or lease of equipment for trail maintenance and construction and the development of educational materials and programs. These grants require a minimum 20% match, which can include a combination of cash and/or non-cash values.

Grant applications for the C2P2 program are accepted annually—usually in April. More information can be found at: <http://www.dcnr.state.pa.us/brc/grants/indexgrantsinstruct.aspx>

### *Department of Community and Economic Development (DCED)*

#### Commonwealth Financing Agency (CFA) - Greenways, Trails and Recreation Program (GTRP)

The Greenways, Trails, and Recreation Program (GTRP) provides funding for: public park and recreation area projects, greenway and trail projects, and river or creek conservation projects. The program requires a 15% local cash match of the total project cost and projects must not exceed \$250,000.

More information can be found at: <http://www.newpa.com/programs/greenways-trails-and-recreation-program-gtrp>

#### Watershed Restoration and Protection Program (WRPP)

DCED Watershed Restoration and Protection Program is a funding program to restore, and maintain restored stream reaches impaired by the uncontrolled discharge of non-point source polluted runoff. Funds may be used for construction, improvement, expansion, repair, maintenance or rehabilitation of new or existing watershed protection BMPs; stream bank bio-engineering; and design

services. Grant applications cannot exceed \$300,000 and require a 15% matching funds. Applications are due in June for consideration in September.

More information can be found at: <http://community.newpa.com/programs/watershed-restoration-protection-program-wrpp>

### ***PennVEST (Pennsylvania Infrastructure Investment Authority)***

PennVEST offers both grants and low interest loans for projects that help to manage stormwater and improve water quality. Several of the proposed recommendations will be of interest to PennVEST since they include stormwater BMPs. This may be a good source for Capital Region Water to become involved with in partnership with the City to fund many of the stormwater management and BMP projects recommended at Reservoir Park.

More information can be found at: <http://www.pennvest.pa.gov/Pages/default.aspx#.Vcux3WfbJ9A>

### ***The Redevelopment Assistance Capital Program (RACP)***

RACP is for the construction of regional economic, cultural, civic, recreational, and historical improvement projects that promote economic development in the local economy.

### ***DEP Growing Greener Watershed Protection Program***

Funded through the state Growing Greener Environment Stewardship Funds applications should be targeted towards clean up of non-point source pollution. The grant will fund local watershed-based conservation projects with the average award is \$150,000 and requires a 15% match from a non-DEP fund source. The next application period is due Jan, 2018.

More information on this program can be found at the DEP website: <http://www.dep.pa.gov/Citizens/GrantsLoansRebates/Growing-Greener/Pages/default.aspx>

### ***DEP Non-point Source Implementation Programs Grant***

Provides funding assistance for projects aimed at implementing Pennsylvania's Non-point Source Management Program. Targeted projects include control of urban runoff, and natural channel design/stream bank stabilization projects. The grant will fund local projects with the average award is \$200,000. The next application period is in July 2017.

More information on this program can be found at the DEP website: <http://www.dep.pa.gov/Business/Water/PlanningConservation/NonpointSource/Pages/default.aspx>

### ***DEP Environmental Education***

The Pennsylvania Environmental Education Grants Program awards funding to schools, nonprofit groups and county conservation districts to develop new or expanded current environmental education programming. The funds are administered through the Pennsylvania Department of Environmental Protection for projects ranging from creative, hands-on lessons for students and teacher training programs to ecological education for community residents. Educational Resources, including exhibits, educational signage, and demonstration projects, also qualify for funding. Grant applications cannot exceed \$3,000 and require no match, however it is recommended. Applications are due in Dec and awarded in April.

### ***Dauphin County Gaming Local Share Program***

The Dauphin County Gaming Advisory Board administers grants as part of their Local Share



Municipal Grant Process. The Pennsylvania Race Horse Development and Gaming Act provides 4% of slot machine revenue for local municipalities. Projects that are eligible for gaming money include:

- Human Services Costs
- Infrastructure Improvements
- Facilities
- Emergency Services
- Health and Public Safety Expenses

More information can be found at: <http://www.dauphincounty.org/government/Community-Economic-Development/Gaming-Advisory-Board/Pages/default.aspx>

### *Chesapeake Bay Trust*

The Chesapeake Bay Trust offers ten grant programs that focus on their core objectives of environmental education, demonstration-based restoration, and community engagement.

Additional information is available at: <Http://www.Cbtrust.Org/site/c.Mijpkxpcjnh/b.5457271/K.C58e/grants.Htm>

## **Capital Region Water (CRW)**

As stewards of the City's water supply located in Reservoir Park should also be considered a source of funding for park improvements. CRW is currently engaged in an evaluation of their facilities in the park. Based on these evaluations, CRW will move toward facility improvements and repairs over a period of years. Some of these water infrastructure improvements will have effects on park recreational and open space facilities, which could be improved via CRW funded projects.

Additionally, CRW is the City's stormwater management agency. As such, CRW is responsible for meeting the City requirements of the MS4 (Municipal Separate Storm Sewer System) which focuses on protecting and improvement water quality.

One of the requirements of this mandated program is public education - including communicating with and educating the public about the importance of good water quality. Reservoir Park is a great place to create demonstration projects that address stormwater issues identified in the master plan – through the use of stormwater Best Management Practices (BMPs). CRW is the perfect agency to help design and fund these park improvements as a means to meet one of the MS4 program requirements – educating citizens about this good work.

The master plan recommendation for a Spray Play Alley would also be a perfect project in which CRW could

### *In-Kind Services*

Some grant programs allow “in-kind” services in place of cash to count as a local match. It is strongly suggested that the City Park Department immediately begin to keep a detailed inventory of staff and/or official time spent on site projects. Occasionally, grantors may allow time spent to date to count as part of the in-kind match for funds. This record will also demonstrate a continuing commitment on the part of the City to the successful implementation of the master plan.

The City may in some cases choose to invest capital funds in specific aspects of the site development as “leverage” to secure funding from other partners.

### *Legislative Funding*

State and federal elected officials can sometimes include items into legislation for worthy projects in their districts. A conversation between county and municipal officials and legislators is the way to begin this process. This type of funding should be targeted toward capital improvement projects.

### *Private Foundations*

There may be regional corporations and foundations that support public works such as park development. Competition for these funds is usually brisk, but opportunities should be researched. Funding is often to non-profit organizations.

Foundations and institutions represent another potential source of funding for education-related site improvements and programming. Grants are available to support student field trips, provide teacher training in science, and provide other educational opportunities. Education tied to research can increase the pool of potential funds. The science community and research institutions are the logical starting points for solicitation foundation funds.

### *Schools and Local Organizations*

Local schools and sports organizations may also be of assistance in several ways. These groups might get involved with club, fundraising events, and park cleanup days. The school faculty might incorporate the Park, especially the proposed environmental education areas and nature trails, into various curricula with students helping to develop and possibly maintain the Park as part of a classroom assignment or after school club. While the amount of funds raised may be relatively small, this process builds constituents and support that is critical to the long-term success of the Park.









STATE STREET

WALNUT ST

RESERVOIR DR

CONCERT DRIVE

RIVINGTON TERRACE

NATIONAL CIVIL WAR MUSEUM DRIVE

RIVINGTON TERRACE

PARKWAY BOULEVARD

NORTH 16TH STREET

ARTIST DRIVE

CONCERT DRIVE

CHAMBERLAIN DRIVE

NATIONAL CIVIL WAR MUSEUM DRIVE

RESERVOIR DRIVE  
WHITEHALL STREET

TAYLOR BOULEVARD

MARKET STREET



