



*Lackawanna/Luzerne Transportation Study
Metropolitan Planning Organization*

www.lltsmpo.com

DATE: June 28, 2018

TO: Interested Professional Parties

FROM: Steve Pitoniak, Lackawanna County Planning Department Manager

RE: Downtown Scranton and Wilkes-Barre Bicycle Study

Lackawanna County, with and on-behalf of Luzerne County, was awarded funding from the Department of Conservation and Natural Resources (DCNR) and the Department of Community and Economic Development (DCED) to conduct a bicycle study in the Downtown Scranton and Downtown Wilkes-Barre areas.

The use of bicycles has begun to move from strictly recreational and health benefits to a means of commuting into and around the two downtown areas. Numerous residential units have been constructed in the downtown of Scranton, revitalizing the area into a more mixed use development. The expansion of King's College and Wilkes University in downtown Wilkes-Barre, including the development of dormitories along the square, has also brought more full-time residents to the area. The development of a safe, efficient and healthy network will improve the amenities in the downtowns which in turn can act as a catalyst for further economic development.

The study will quantify the subjective evidence, examine the existing downtown circulation patterns and determine and prioritize the needed improvements to the network to provide connectivity to and within the downtown and with the remainder of the County networks, both existing and proposed, and to provide a safe way to bike that will improve the environment, economic and community development and the general health of the area.

The work program will contain a number of steps. The study will follow the guidelines contained in the PENNDOT Bicycle- Pedestrian Facilities design and all other relative Federal and State regulations and publications such as the Federal Highway Administration Small Towns and Rural Multi-Modal Networks.

If you have any questions or comments, please do not hesitate to contact Steve Pitoniak at the Lackawanna County Department of Planning, at (570) 963-6830.

ANNOUNCEMENT

REQUEST FOR PROPOSALS (RFP)

Lackawanna County: Scranton and Wilkes-Barre Bicycle-Pedestrian Network Plan

The Lackawanna County, Pennsylvania, Planning Commission is accepting proposals for a one-time contract to perform certain professional (consulting) services work on behalf of the Lackawanna Luzerne Metropolitan Planning Organization (LLMPO) involving the development of a safe, efficient, and healthy bicycle-pedestrian network for the downtown areas of Scranton and Wilkes-Barre. Attached is information relating to submitting a proposal including specific requirements, the organization of the proposal, proposal evaluation criteria, and the proposed contract.

Sealed proposals (six printed copies and one electronic copy provided on a flash drive), must be received by the Transportation Planning Manager at Lackawanna County Gateway Center, 135 Jefferson Avenue, 2nd floor, Scranton, PA 18503, no later than July 27, 2018, at 4:00 PM EDT. If mailed, the proposal should be addressed to:

Lackawanna County
Gateway Center,
ATTN: Transportation Planning Manager
135 Jefferson Avenue
2nd floor
Scranton, PA 18503

If additional information is needed, please contact:

Steve Pitoniak
Planning Department Manager
Phone: 570-963-6400
Fax: 570-963-6364
E-mail: pitoniaks@lackawannacounty.org

If you are interested in submitting a proposal for this work, you may obtain an RFP by contacting:

Chris Chapman
Transportation Planning Manager
Phone: 570-963-6400
Fax: 570-963-6364
E-mail: chapmanch@lackawannacounty.org

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Note: The term “proposer” or “firm” in this RFP means the person or firm making a proposal based on the RFP.

SECTION 1. BACKGROUND

The use of bicycle-pedestrians has begun to move from strictly for recreational and health benefits to a means of commuting into and around the two downtown areas. Numerous residential units have been constructed in the downtown of Scranton revitalizing the area into a more mixed use development. The expansion of the King's College and Wilkes University in downtown Wilkes-Barre, including the development of dormitories along the square, has also brought more full time residents to the area. The development of a safe, efficient and healthy network will improve the amenities in the downtowns which in turn can act as a catalyst for further economic development. Many larger companies are now looking for areas that are progressive in providing this type of transportation alternative for their employees.

A robust trail network has been built and will be expanded in the two counties (the Lackawanna Heritage Trail, Delaware & Lehigh National Heritage Corridor, Susquehanna Warrior Trail, Luzerne County Levee Trail, Back Mountain Rail to Trail, etc.) providing the opportunity for recreation but also for an alternate mode of transportation to be nurtured in the communities. Anecdotal evidence of people using the Heritage Trail and Back Mountain Rail to Trail as an alternative to commute to work has already been documented.

There are numerous points of interest in both downtown areas (Steamtown National Historic Site, Nay Aug Park, Kirby Park, Nesbitt Park, and Wilkes-Barre River Commons), the previously mentioned King's College and Wilkes University along with the University of Scranton, Marywood University, Lackawanna College, Johnson College, etc., the Scranton Cultural Center, FM Kirby Center, etc. could benefit with safe and efficient connections to the existing trail system in both counties. Each of the cities is the County seat for the two Counties, have various State, County and Municipal services located within the downtown areas, as well as Federal Courts, which would be more accessible. Both cities contain low-income and minority populations in close proximity to the downtown areas with limited access to transportation services resulting in an inequality to these populations.

At present, the only existing connections are at grade on city streets. There are no established networks or routes that contain safety amenities such as signage, delineation and separation currently existing which results in a chaotic and unsafe situation for bicyclists, pedestrians and motorists.

This study will quantify the subjective evidence, examine the existing downtown circulation patterns and determine and prioritize the needed improvements to the network to provide connectivity to and within the downtown and with the remainder of the county networks, both existing and proposed, and to provide a safe way to bike that will improve the environment, economic and community development and the general health of the area.

The emphasis is on safety, improving the health of the population and the existing environment, providing equitable transportation to the under-served populations, and seeking a plan to tie in the various trails existing within and just outside the cities.

This project is partially funded by a grant from the Community Conservation Partnership Program administered by the Department of Conservation and Natural Resources (DCNR), Bureau of Recreation and Conservation (Bureau) and the Pennsylvania Department of Community and Economic Development (DCED). The Bureau has certain requirements and standards that must be met by the County and its contracted consultant. This Request for Proposals (RFP) has been prepared to meet these requirements and standards. The Bureau will monitor the project. Certain documents and drafts of documents will be subject to review and approval by the Bureau.

DCNR's grant agreement number is BRC-TAG-23-223.
Commonwealth Financing Authority/DCED Contract number is C000066939.

SECTION 2. GENERAL TERMS

- The County 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 County.
- The contract is subject to the approval of Lackawanna County Commissioners 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 Lackawanna County Commissioners review and approval for 60 days from the deadline for submitting proposals.
- If only one proposal is received by the County, 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 listed and explained. However, the scope of work proposed must accomplish the goals and work stated below.

SECTION 3. SCOPE OF WORK

The work program will contain a number of steps. The study will follow the guidelines contained in the PENNDOT Bicycle Facilities design and all other relative federal and State regulations and publications such as the Federal Highway Administration Small Towns and Rural Multi-modal Networks. To assure that the system is needed and will be used, data must be collected and analyzed to determine;

- 1) Existing areas of bicycle-pedestrian usage in the downtown areas requiring data collection using both automated traffic counters and manual counts.
- 2) Determination of the location of under-served populations using existing demographic data.
- 3) Designation of the Points of Interest and their usage by the above population and general populations.
- 4) Inventory of the existing network to include on-street parking, number of travel lanes, number of left and right designated turning lanes and any curb/divider barriers.
- 5) Inventory of existing barriers along the routes.
- 6) Develop a plan to connect the downtown areas to the existing trail network within the cities' boundaries and in the vicinity outside to existing and planned trails.
- 7) Facilitate a minimum of 4 steering committee meetings and 3 public input meetings.

Once this is accomplished, the study will then:

- 1) Provide the designation of proposed routes for a bicycle-pedestrian network.
- 2) List the needed improvements to establish a network to include cost estimates.
- 3) Provide information regarding bicycle-pedestrian facilities needed to increase usage for commuters such as bike racks and lockers, repair stations, bus racks, etc.

SECTION 4. CONSULTANT QUALIFICATIONS

Consultant or consulting team must meet the following requirements:

Have documented experience developing and implementing public participation techniques, such as holding public and study committee meetings, conducting key person interviews, developing citizen surveys, etc.

At least one member of the consulting team must have documented, prior experience conducting studies of the project type being undertaken. This person should be the project leader and assume overall project coordination responsibilities between the grantee and the consulting team.

Have documented experience with the planning, design, general operation, and maintenance of recreation and park areas and facilities.

Have documented experience in developing and recommending to local government officials and non-profit organizations the policies and procedures related to providing public recreation and park services and/or facilities, as well as the management and operation of these facilities and amenities.

Have documented experience in setting goals, analyzing problems, generating alternative solutions, and providing recommendations and implementation strategies.

The Master Site Development Plan, including the maps and report, be under seal of a licensed professional who is authorized by Pennsylvania law to apply the seal. The professional should be a landscape architect, architect, or engineer.

The consultant or consulting team must have documented expertise in greenways and trails planning including a practitioner with greenway and/or recreational trail development and management experience.

SECTION 5. REQUIRED SUBMITTALS

A. Letter of Transmittal

This letter must include the following (limited to two (2) pages):

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

B. Profile of Firm

This consists of the following (limited to seven (7) pages):

- A statement of the firm's experience in conducting work of the nature sought by this RFP; advertising brochures may be included in support of this statement.
- The location of the firm's office that will perform the work.

- Resumes of individuals (consultants, employees) proposed to conduct the work and the specific duties of each individual in relation to the work. NOTE: DCNR requires that the project consulting team have the qualifications listed in the DCNR document entitled "Consultant Qualifications" (see Section 4 above).
- A reference list of other municipal clients of the firm with contact information.
- Any other information relating to the capabilities and expertise of the firm in doing comparable work.
- Unique qualifications of the firm specific to this project.

C. Methods and Procedures

This consists of the following (limited to three (3) pages):

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

D. Organizational chart

This consists of the following (limited to one (1) page):

E. Work Schedule

This consists of the following (limited to one (1) page):

- The contract will be for a twelve (12) month period beginning from the date of notice to proceed.
- The schedule must include time frames for each major work element, target dates for public meetings, and dates for completion of draft and final documents.

F. Cost

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

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

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

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

Your method of billing must be stated. The preferred practice of the County is to pay upon completion of the work and receipt of the required report. However, the County will consider paying on a periodic basis as substantial portions of the work are completed.

Regardless of the billing method used, 10% of the funds available under the contract will be withheld until the final product is approved by DCNR.

G. Nondiscrimination/Sexual Harassment Clause

See Appendix A in this RFP.

SECTION 6. EVALUATION CRITERIA

A. Technical Expertise and Experience

The following factors will be considered:

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

B. Procedures and Methods

The following factors will be considered:

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

C. Cost

The following factors will be considered:

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

D. Oral presentation

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

Criteria Description Weight

Narrative describing interest in undertaking the project and the unique qualifications of the firm.	5%
Past record of performance with regards to work quality, management, and ability to meet schedules.	40%
Relevant experience and expertise of personnel, sufficiency of appropriate staffing, and ability to provide a range of services that may be required.	40%
Project management skills and ability to work effectively with the County.	15%
Weight Total:	100%

SECTION 7. CONTRACT FOR PROFESSIONAL SERVICES

A proposed contract is included (beginning on next page) for your review. If it is satisfactory to you, it should be completed, executed, and submitted with the proposal. If you prefer an alternative contract, you may submit it as a part of your proposal. However, Lackawanna County reserves the right to enter into the enclosed contract with the successful firm or to negotiate the terms of a professional (consulting) services contract.

CONTRACT FOR PROFESSIONAL SERVICES

This Contract is made and entered into this _____ day of _____, 20[___], by and between Lackawanna County, Pennsylvania and _____ ("Consulting Firm").

WHEREAS, Lackawanna County desires to have certain one-time professional consulting work performed involving a Lackawanna County: Scranton and Wilkes-Barre Bicycle-Pedestrian Network Plan;

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

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

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

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

THE CONSULTING FIRM WILL:

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

LACKAWANNA COUNTY 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 Lackawanna County personnel, facilities, and information necessary to properly perform the work required under this Contract.
3. Except as provided in item 4 below, make payment to the Consulting Firm within 30 days after receipt of a properly prepared invoice for work satisfactorily performed.
4. Make final payment of 10% of the funds available to the Consulting Firm under this Contract within 30 days after final product approval by the Department of Conservation and Natural Resources.

IT IS FURTHER AGREED THAT:

1. All copyright interests in work created under this Contract are solely and exclusively the property of Lackawanna County. 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 Lackawanna County.

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.

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

WITNESS:

WITNESS:

FOR LACKAWANNA COUNTY:

TITLE: _____

FOR THE CONSULTING FIRM:

TITLE: _____

APPENDIX A
NONDISCRIMINATION/SEXUAL HARASSMENT CLAUSE

The Grantee agrees:

1. In the hiring of any employee(s) for the manufacture of supplies, performance of work, or any other activity required under the grant agreement or any subgrant agreement, contract, or subcontract, the Grantee, a subgrantee, a contractor, a subcontractor, or any person acting on behalf of the Grantee shall not discriminate 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 in violation of the PHRA and applicable federal laws against or intimidate any of its employees.
3. The Grantee, any subgrantee, contractor or any subcontractor shall establish and maintain a written nondiscrimination and sexual harassment policy and shall inform their employees 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.
4. The Grantee, any subgrantee, contractor or any subcontractor shall not discriminate 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.
5. 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 Small Business Opportunities (BSBO), for the purpose of ascertaining compliance with the provisions of this Nondiscrimination/Sexual Harassment Clause.
6. 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.

7. 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.

8. 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 (2/24/15)

DCNR-2016-Gen
Gen-GPM-1 Rev. 12-15

APPENDIX B
SCOPE OF WORK

I. GENERAL INFORMATION

The Lackawanna County, Pennsylvania, Planning Commission is accepting proposals for a one-time contract to perform certain professional (consulting) services work on behalf of the Lackawanna Luzerne Metropolitan Planning Organization (LLMPO) involving the development of a safe, efficient, and healthy bicycle-pedestrian network for the downtown areas of Scranton and Wilkes-Barre. The following is information including specific requirements.

A. Bicycle-Pedestrian Work Program:

The work program will contain a number of steps. The study will follow the guidelines contained in the PENNDOT Bicycle Facilities design and all other relative federal and State regulations and publications such as the Federal Highway Administration Small Towns and Rural Multi-modal Networks. To assure that the system is needed and will be used, data must be collected and analyzed to determine;

- 1) Existing areas of bicycle-pedestrian usage in the downtown areas requiring data collection using both automated traffic counters and manual counts.
- 2) Determination of the location of under-served populations using existing demographic data.
- 3) Designation of the Points of Interest and their usage by the above population and general populations.
- 4) Inventory of the existing network to include on-street parking, number of travel lanes, number of left and right designated turning lanes and any curb/divider barriers.
- 5) Inventory of existing barriers along the routes.
- 6) Develop a plan to connect the downtown areas to the existing trail network within the cities' boundaries and in the vicinity outside to existing and planned trails.

Once this is accomplished, the study will then:

- 1) Provide the designation of proposed routes for a bicycle-pedestrian network.
- 2) List the needed improvements to establish a network to include cost estimates.
- 3) Provide information regarding bicycle-pedestrian facilities needed to increase usage for commuters such as bike racks and lockers, repair stations, bus racks, signage, street markings, etc.

C. Expectations of the LLMPO

The LLMPO has several priorities and expectations for the bicycle-pedestrian network plan as follows:

1. This project is partially funded by a grant from the Community Conservation Partnership Program administered by the Department of Conservation and Natural Resources (DCNR), Bureau of Recreation and Conservation (Bureau) and the Pennsylvania Department of Community and Economic Development (DCED). The Bureau has certain requirements and standards that must be met by the LLMPO and its contracted consultant.
2. Municipal and multi-municipal planning efforts should be generally consistent with the Lackawanna-Luzerne Long Range Transportation Plan Update, Adopted February 17, 2016.
3. Substantial citizen involvement/public participation throughout the process.
4. A thorough examination and analysis of local conditions, questions or concerns related to developing the proposed bicycle-pedestrian network.
5. The development of an action plan that sets forth concrete steps, priorities, and costs to establish the bicycle-pedestrian network.
6. The plan should be officially adopted as part of the LLMPO's comprehensive plan.

D. Public Participation

The scope of work includes a public participation process that substantially involves citizens to ensure that local attitudes are fully identified and addressed. Special attention should be given to involving significant property owners and stakeholder groups. A study committee has been identified and a minimum of two public meetings must be held.

E. Study Report Organization and Final Products

Upon receipt and incorporation of DCNR's and DCED's final comments, the final plan should be prepared. The final product will be in the form of a separately bound document including an executive summary and narrative report. An electronic version and twenty-five (25) hard copies of the plan must be submitted.

F. Agency

The Project Manager for this contract is Lackawanna County Planning Department Manager Steve Pitoniak on behalf of the Lackawanna Luzerne Metropolitan Planning Organization (LLMPO).

II. ELEMENTS OF THE PLAN / PLANNING PROCESS

A. Inventory Existing Data and Related Plans

This involves the identification and mapping of what the existing natural resources, manmade features and linear corridors are within the study area that might influence the development of the bicycle-pedestrian network. They should also include any existing trails and other greenway corridors that extend beyond the boundaries of the study area that have potential for creating connections to form a bicycle-pedestrian network that will be more regional in scope.

The Consultant should build upon any existing data inventories and mapping and other applicable regional planning efforts. These might include rivers conservation or watershed plans, heritage park management plans, non-motorized and motorized trail plans, comprehensive land use plans, comprehensive park, recreation and open space plans, transportation improvement plans, or economic development and revitalization efforts.

Manmade Resources (“gray infrastructure”) - Inventory the manmade hubs/destinations and linear corridors that currently exist in the study area that should be considered within the context of a bicycle-pedestrian network.

- Transportation and utility corridors and related facilities: Canals, abandoned rail lines, utility right-of ways, highway bike lanes, pedestrian walkways, park and ride lots, bus and train terminals, etc.
- Recreation facilities: Public recreation facilities (passive or active), community and neighborhood parks, bikeways, walking/hiking paths, water trail and waterfront access areas, fitness trails, etc.
- Cultural/Historic Sites: Interpretive centers, memorial sites, museums, historic districts, battlefields, tourism attractions, etc.
- Population Centers and Destinations: Commercial areas, community centers, schools/educational complexes, libraries, business/industrial parks, shopping centers, villages, towns, brownfield redevelopment sites, etc.
- Future development areas: Proposed residential, industrial, or commercial development areas, etc.

B. Analyze Data and Develop Proposed Greenways Network Vision

This involves review and analysis of all data collected, synthesis of the results and identification of the LLMPO's vision for its bicycle-pedestrian network. The result is a map and text to describe the proposed network. It should include a rationale for the proposal including any criteria, values or priorities set out to determine selection of the components identified as part of the bicycle-pedestrian network. At this stage, input from stakeholders as part of the public participation process, will be critical in helping to establish the proposed bicycle-pedestrian network vision and can provide a "reality check" for the proposal.

- Identify potential bicycle-pedestrian corridors based on the data gathered and inventoried above. Discuss the specific functions and associated benefits of each of the different types of proposed corridors to meet goals including water and land trails to support recreation and opportunities for physical activity close to home, riparian buffer and conservation-oriented greenways to facilitate stormwater management, water quality protection and wildlife habitat and migration, and diversity in use options considering motorized versus non-motorized trails or hiking paths.
- Identify hubs / destinations that are either natural resource-based or manmade (or a combination of the two) that should be part of the bicycle-pedestrian network.
- Specifically identify important and threatened open space that should be conserved as part of the bicycle-pedestrian network including those ecologically or biologically significant areas or "hubs" that would have been identified in the CNAI or through other programs like the Natural Land Trust's Smart Conservation or Conservation by Design programs.

Many of these areas are characterized by large, unfragmented tracts of different habitat blocks (e.g. oak forest, prairie, etc.).

To assess the conservation values of open space areas, consider developing a specific list of attributes (e.g. size, shape, diversity, landscape position for connectivity of habitat, current land use and relative protection status, etc.) that can be used to evaluate and prioritize areas for conservation within the bicycle-pedestrian network.

- Consider corridors and hubs that are known to support wildlife habitat and migration.
- Consider linkages between existing linear greenway corridors and major hubs or destinations both within the study area and those that make connections beyond local and county boundaries. Corridor connections beyond the study area's boundaries may have regional, statewide or even national significance by providing long-distance recreational and alternative transportation opportunities as well as potentially important migration routes for wildlife.
- Identify major "restorative" opportunities along river and stream corridors where

riparian buffer greenways may be established or improved to address the water quality protection benefits of the bicycle-pedestrian network.

- Consider opportunities that might be provided by mine land reclamation and brownfield sites.
- Prepare a map and text to illustrate the vision of proposed bicycle-pedestrian network. Include rationale used for development of the proposal including any specific criteria or analysis used to determine the bicycle-pedestrian network.

D. Mapping

- Sections B & C above call for the development of maps to illustrate not only existing greenways network elements, but also the proposed bicycle-pedestrian network envisioned by the LLMPO and its stakeholders in the planning process. This mapping should be done at an appropriate scale where the goal is to show connections between corridors and hubs rather than parcel level identification. The scale should be useful for facilitating further bicycle-pedestrian planning at the local or site-specific level. To support that purpose, maps should at least include municipal boundaries and major roads.
- Agencies should also strive to generate maps using a Geographic Information System (GIS) in order to make statewide compilation of a bicycle-pedestrian network data a much simpler and efficient task. Those agencies looking for guidance on consistent standards and best practices for data set development and manipulation should consult the “Local Government Handbook for GIS – Implementation within the Commonwealth of Pennsylvania.” The handbook, prepared by PaMAGIC, a consortium of GIS professionals and government agencies in the Commonwealth, can be accessed at www.pamagic.org/DataStds/DataStds.htm. Agencies can also contact DCNR’s Bureau of Topographic and Geologic Survey initiative (717) 702-2047 for guidance on developing geographical data that will be consistent with statewide standards and the PA-MAP initiative.

E. Develop Action Plan

This involves development of a specific action plan that will position the LLMPO to move forward in realizing the proposed bicycle-pedestrian network vision. In preparing the Action Plan consider the following:

- Creating a matrix of concrete actions for next steps laying out priorities for the short, medium, and long-term time horizons.
- Specify the life of the plan as 10 years to encourage synchronization with county planning initiatives, in particular, County Comprehensive Plans now required by the Municipalities Planning Code (MPC) to be reviewed for updating every 10 years.

- Taking a multi-municipal approach to implementation of the plan by municipalities. This will foster a network approach within the LLMPO facilitating opportunities for bicycle-pedestrian corridors that cross municipal jurisdictions.
- Identifying roles and responsibilities for each action step.
- Estimating costs and resources and potential financing options needed to address actions steps.
- Identifying bicycle-pedestrian corridor segments as potential pilot projects to generate momentum for early implementation of the plan.
- Reviewing and recommending model ordinance and land development regulation language that could be used to assist in implementing the plan (e.g. standards for riparian buffers along stream corridors, conservation by design, etc.) and/or identifying gaps and inconsistencies in existing local regulations.
- Recommending the use of existing or new advisory groups (e.g. Environmental Advisory Councils, Recreation and Park Advisory Boards, State Health Improvement Partnerships, etc.) at the municipal or county level to act as bicycle-pedestrian network champions.
- Establishing methods for the long-term protection of the corridors and hubs proposed in the bicycle-pedestrian network.
- Setting up on-going mechanism for coordination with other counties, regional planning entities, municipalities, landowners and other stakeholders including local health improvement partners who are becoming valuable and interested parties in bicycle-pedestrian planning and design.
- Exploring partnerships with private organizations and corporations including hospitals and those involved in community health programs and services that could commit to the establishment and protection of the identified bicycle-pedestrian network.
- Determine and identify the opportunities and mechanisms necessary to facilitate any proposed inter-municipal and inter-county project opportunities.

F. Prepare Final Plan

- A draft final plan document should be prepared and submitted for review. This should include the results of completing items A-E above. This should occur once the plan has undergone final review and comment through the public participation process.
- The Project Manager must review and approve the complete draft plan before it is officially adopted by the agency. The review process consists of reviewing a

complete draft plan, providing comments, and then reviewing a revised draft to ensure comments are adequately addressed. Accordingly, one (1) hard copy and one (1) electronic copy of the complete draft plan must be submitted to the Project Manager.

- Upon receipt and incorporation of the final comments, the final plan should be prepared and submitted.

III. PUBLIC PARTICIPATION / COMMUNITY INVOLVEMENT PROCESS

The entire planning process should be guided by public participation that will fully engage the community and stakeholder groups. In particular, Scranton and Wilkes-Barre along with other adjacent municipalities must be involved in the planning process as the plan is intended to set a larger framework and vision for the study. The elements listed below should be part of the agency's public participation process. Applicants can also review DCNR's "Public Participation Guide."

- Review the results of the community involvement activities of previous planning efforts and county initiatives.
- Identify and engage key organizations (e.g. watershed organizations, trail steward groups, land trusts, heritage parks, economic development agencies, business concerns, hospitals and community health partners, school districts, non-profit groups and civic organizations, etc.) government representatives, and other individuals who can lend expertise to the process of identifying important resources and opportunities for linear connections, and the needs of community and environment.
- Establish a Study Committee to guide the entire planning process.
- Using a variety of techniques (e.g. public forums, design charrettes, stakeholder interviews, focus groups, student projects, surveys, etc.) solicit ideas and feedback on the bicycle-pedestrian network plan as it is under development, using maps as key exhibits.
- During the planning process seek participation from each effected municipality and set up a process to keep them engaged throughout the project. Solicit municipal resolutions supporting the plan, its adoption, and implementation.
- Reach out to surrounding counties and adjacent municipalities outside the county boundaries to capture information about existing and potential connections.
- Publicize the planning process and development of the plan. Distribute information on the plan including the proposed bicycle-pedestrian network map, as widely as possible, including but not limited to every municipality, adjacent county, and participating organizations.
- Summarize results of the public participation process in the plan.