PART 2:
RECOMMENDATIONS
**MASTER PLAN**

Spring Creek is one of the most heavily fished wild trout streams in Pennsylvania. The reach of Spring Creek that flows through Spring Creek Park is heavily used by a wide group of park visitors including anglers, families and children that enjoy playing in the stream. Tubing has increased significantly over the years as a localized recreational activity. The increased use of the of the park over the last two years, especially during the summer months, have led to some degradation and localized erosion of the streambanks. The final Park Master Plan is a thoughtful blend of prioritizing protection of the sites most valuable natural resource, improving access and habitat awareness, taking advantage of the park's playground setting, and providing new amenities that complement the existing park uses, while making much needed baseline improvements. The most essential goal of the master plan is to guide the creation of a safe and healthy park in which residents and park stewards feel invested, involved, and inspired to work together.
DESCRIPTION OF PROGRAM ELEMENTS

Signature Play Area

The existing play space is a beloved community amenity in need of upgrades. The area is a quiet oasis that is centrally located within the park, close to comfort facilities, and has a direct relationship to the creek. Based on input from the community outreach process and input of children from the local middle school, the design concept was developed within the envelope of the existing play space. The large canopy trees, beach area, and creek are integrated into one designed space.

The new design concept was inspired by the existing beach area and the desire to create a play space that promotes integrated natural play, creative non-linear play, and inclusive and fully accessible custom designed play equipment.

Play Area Elements:

- 2 distinct play spaces separated by age groups, 2 to 5 years and 5 to 12 years
- Central walkway linking all play spaces and providing direct access to restroom building, beach area and creek access
- Clear site lines, despite the complexity of the space and various play areas the design allows for clear site lines across the space
- Accessible from the entry ramp, the catwalk rises above the play space and provides gradated risk levels of play for all age groups with an overlook at the terminus
- Natural play elements and designated wash down area
- Custom modular play structures
- Outdoor classroom and performance space
- Defined non-slip creek entry flanked by natural boulders

Design Considerations:

The ultimate design should build upon the concept and stress the development of an artful and creative space. The following principles from Design for Play: A guide to creating successful play spaces, (Click here to review the full guide), were considered in development of the concept and should be translated into design and development.

A successful play space is a place in its own right, specially designed for its location, in such a way as to provide as much play value as possible.

1. Imagine… A play space in the best possible place
2. A play space close to nature
3. A play space where children can play in different ways
4. A play space where disabled and non-disabled children play together
5. A play space designed to enhance its setting
6. A play space loved by the community
7. A play space where children of all ages play together
8. A play space where children can stretch and challenge themselves in every way
9. A play space maintained for play value and environmental sustainability
10. A play space that evolves as the children grow

RECOMMENDATIONS

Redefined Play Space
Paved Designated Bikeway

The dotted red lines on the plan represent the designated bikeway through the park. This route runs along the northern boundary of the park and utilizes portions of park trails and access drives. The bikeway should be considered an extension of the adjacent Puddintown and College Township Bikeway which already provides linkages to Boalsburg and immediate areas surrounding State College. Markings and signage designating the bikeway should be provided.

Pedestrian Bridge

The proposed pedestrian bridge connects the two athletic core areas of the park and provides pedestrian linkages across the creek for the western half of the park. The proposed bridge is strategically located to provide visual surveillance of the lower third of the creek from the bridge. The original covered bridge was designed and erected by the Penn State Student Chapter of the American Society of Civil Engineers, Class of 1976. In 2013 the Design-Build Institute of America created a concept plan for an accessible bridge. PSU students completed the bridge over the stream with temporary steps. The accessible ramps to the bridge were later completed by the Township in 2016. It is recommended that the proposed bridge be developed in a similar fashion to match the recently installed accessible bridge.
ADA Fishing Pier and Nature Observation Platform

The proposed pier and platform parallel the edge of Spring Creek in an area already utilized for access and bank fishing. The creek side flexible pier will be used for fishing, birding, exercise classes and other potential programming. The platform will include seating and stepped or ramped access to the water.

Park Expansion

The existing open lawn area in the southeastern portion of the park will be designated as a passive recreation area. Proposed improvements will include trails, meadows, shade trees, viewing, and picnic areas. Central to the area is a maintained lawn area, approximately 150’ x 500’, for informal play. This space can also serve as flexible event space for future events such as concerts and performances. The expanded riparian buffer and perimeter meadows serve as a backdrop that highlight the interior open space. A mowed path serves as a secondary pathway to provide a pedestrian loop of the open lawn, while the paved trail connections provide much needed links to the adjacent neighborhoods and other activity areas within the park.

Exercise Station

The open space west of the tennis courts is planned to include a small exercise station or outdoor gym station. The area once included outdoor equipment that was heavily utilized. New equipment rivals what can be found in most indoor gyms. More importantly they encourage people to become active and offer a place to meet and socialize through exercise.
Tubing Portage

A designated float take-out area is proposed on the south side of the creek just before the Puddintown Road Bridge which is the end of the park property. The area must be designed to clearly denote that all tubers must exit the creek at this location and entry beyond the designated portage is prohibited. The bank and trail connection must be regraded to provide accessibility, ease of use for exiting the creek, and stabilization of the streambank. A low stone deflector could be placed at this location to stabilize the streams bank and provide a stable slope for entering and exiting the stream as suggested in the draft concept plan for fish habitat improvements prepared by Pennsylvania Fish and Boat commission dated 01.21.2022. (See Appendix G)

Reoriented Diamond Fields

The existing diamond fields are oriented northwest which is the least desirable orientation due to sun angles and player safety concerns. Both youth fields will be redeveloped with a northeastern orientation. Reorientation of the youth baseball allows for expansion of the adjacent parking area and development of an entry/team plaza and perimeter loop trails encircling the park. Similarly, the youth baseball/softball field south of the creek provides better use relationships with the new parking areas and existing pavilion. The existing overlapping rectangular fields are maintained and will be restriped. Athletic facilities will remain in the park until planned sports complexes are completed and when use of the fields begins to decline and fields are no longer needed.

Court Overlays

The existing tennis and basketball courts will remain in their current locations and will be renovated and resurfaced to address surface cracking and provide better playability. Colored acrylic surfacing is proposed.
SUPPORT FACILITIES

Site Access/ Parking Improvements

The existing parking areas are evenly distributed around the park and provide direct access to each of the core activity areas. The design utilizes the existing access points with two of the three parking areas being improved to provide better circulation and expand available parking.

No improvements are proposed for the northeastern parking lot. The lot is paved, contains accessible parking and signage, and has an extensive buffer for the adjacent residents.

The existing gravel parking accessed from Balmoral Way is informal and does not maximize parking potential. Parking improvements include regrading, paving, and painting stall lines. These proposed improvements will make parking areas more efficient and build capacity for larger event parking, while keeping additional asphalt paving to a minimum.

The existing parking lot accessed from Puddintown Road is a dead-end lot with a shared access to three adjacent homes. The proposed design maintains the existing access drive, existing parking spaces, expands the parking area, and provides a pickup/drop off area.

In total, this plan provides approximately 210 spaces.

Meadows

Delineation of no mow areas and conversion of mowed lawn areas to meadow in strategic areas of the park is recommended to reduce maintenance costs and enhance wildlife. But more importantly, provide continuity and visual linkages between the various core areas. Native wildflowers and warm season grasses are recommended for use throughout the park to provide visual interest, cover and food for wildlife, and lower the ongoing maintenance cost of mowing.

The use of species native to Centre County is suggested. Patience is required when establishing warm season grasses and wildflowers. Many wildflowers will not bloom until their second year of growth. Four-to eight-foot-wide strips of maintained lawn areas should be provided adjacent to the meadow areas to create a visually
pleasing transition to the meadow. Because wildflowers and native grasses have a different appearance in the landscape, it is a good idea to inform park visitors about their use and the landscape and environmental goals for the site. Signs should be placed in the meadows and native grass areas to describe the planting, and growing processes, as well as environmental benefits.

**Stormwater Management**

Stormwater Management Facilities, Best Management Practices (BMPs), and Green Infrastructure (GIF) components are essential to managing the increase in runoff rate and volume, and to provide improvement to the water quality from the existing and developed areas within the park.

In the current condition there are no visible structural stormwater management facilities located within the park area.

A Stormwater Management (SWM) Master Plan is recommended as an early action item due to the unique circumstances of the park location and relationship to the existing on-site wellhead. This will allow the overall design and aesthetics of the proposed park improvements and amenities to be integrated with innovative stormwater management design so the overall flow and function of the park is not impacted by large SWM practices. The SWM Master Plan shall be developed to meet and/or exceed the local municipality and Centre County Conservation District requirements for Volume, Rate and Water Quality while adhering to the restrictions imposed on infiltrative Stormwater Management Practices located within the Wellhead Protection Area which encompasses the entire footprint of Spring Creek Park.

In order to accomplish these items, the following flow path could be considered for developing the SWM Master Plan

- Determine the pre-and post-construction land covers, overland flow paths and peak discharge rates at the point where Spring Creek flows beneath Puddintown Road.
  - Identify any additional points where concentrated flow may enter directly into Spring Creek within the overall drainage area. Will need to analyze these points to ensure non-erosive velocities are maintained through post-construction conditions to prevent erosion at these areas.

- Determine the required amount of stormwater runoff volume and water quality pollutant reduction values necessary to satisfy the permitting requirements
  - As the project all drains to a single discharge point, the total required volume and water quality requirements can be managed through multiple small scale Stormwater Control Measures (SCMs) throughout the park area.
  - As these all drain to the same discharge point, the benefits of these SCMs can be added up cumulatively throughout the site to meet the total requirements of the proposed improvements.
As the entire project is within the Wellhead Protection Zone, all SCMs must be non-infiltrative facilities as there is no infiltration permitted within this Zone.

- This will require the use of Managed Release Concept (MRC) SCMs and/or the construction of lined facilities fitted with underdrain systems to prevent any infiltration.

Focus for implementation of SCMs should be on the two parking lots as well as the potential retrofit of the existing BMP located at Balmoral Way and Aberdeen Way.

- Ideally the required volume and water quality requirements may be met utilizing these areas by capturing a significant amount of impervious surface and detaining the associated runoff during major rainfall events.

As part of the SWM master plan an investigation of the adjacent basin should be conducted to determine the potential for retrofits to bring into compliance with current BMPs and comply with regulations within the Wellhead Protection Zone.

Structures

Restroom Building – The existing restroom building is a relatively new prefabricated structure with four sinks, five toilets, and one urinal. The building is served by public sewer and water and is adequate to serve the daily needs of the park.

Pavilions and Maintenance Building – These structures were developed in the early 1970’s as part of the original park design and are aging and in need of repairs. The locations are ideal and work well within the park. Further investigation is needed to determine the extent of repairs needed to comply with current codes and improve aesthetics.

AMERICANS WITH DISABILITIES ACT - ADA

Americans with Disabilities Act – ADA

The US Department of Justice and the Access Board has accessibility requirements that apply to facilities in a public setting. ADA requirements for each facility must include an accessible route to the facility.

An accessible route must be provided from an accessible parking space to each facility and activity areas within park settings. An accessible route should be developed to be firm, stable, and slip resistant with a running slope that does not exceed 1:20 feet or 5 percent slope. The cross slope shall not exceed 2 percent. The minimum width for an accessible slope is five feet to allow two-way travel. The trails in Spring Creek Park are envisioned to be 6-feet wide bituminous paved trails. It appears that most of the existing park trails comply with ADA requirements, however based on visual observation not all facilities are fully accessible. Accessibility for each facility should be confirmed once the topographic survey of the park is completed.

TRAILS

A well-established trail network exists in the Township that extends beyond the site providing pedestrian linkages to nearby
Millbrook Marsh Nature Center and the Township Offices. Trail improvements are proposed to delineate a multi-use trail to accommodate bikers traveling through the park to mitigate conflicts, to provide accessibility to all existing and proposed facilities.

A hard surface trail system (white lines) has been developed throughout the park to link the various Park facilities and provide walking and jogging opportunities. Trail mile markers are proposed along the main trail loop in tenth of a mile increments. Benches will be placed for resting and enjoying the Park setting. All trails will be developed to comply with ADA requirements and will be accessible to security, maintenance, and emergency vehicles. Removable bollards should be placed at all walk entries to limit access to authorized vehicles.

All Park visitors will use the park paths to reach destination point or utilize the loop trail to walk, jog, or bike. The park trails follow the existing park path system with adjustments to promote access and connect to improved park amenities. Trails within the park expansion allow for perimeter and internal connections.

Paved trails must be developed to meet the design requirements of the Americans with Disabilities Act (ADA). The US Architectural and Transportation Barriers Compliance Board adopted specific guidelines for accessibility for natural areas titled, Recommendations for Accessibility Guidelines: Outdoor Developed Areas. These guidelines apply to all newly designed and constructed pedestrian trails. They require compliance with the ADA but permit departures from the specific technical provisions where certain conditions exist. The trails will be designed to accommodate emergency and maintenance vehicles, as necessary.

Two segments of mowed trails (grey dashed lines) are proposed to provide secondary looping opportunities. These trails are the simplest parts of the trail network and do not require any fixed alignments. They can be mown seasonally in designated areas and shifted accordingly for resting and repairs as needed. Mowed trails are not ADA compliant and heavy use can lead to rutting and erosion issues.

SITE FURNISHINGS

Development and improvements at the park should include enhancing and diversifying site amenities to promote enjoyment, safety and convenience for users, expand recreational opportunities, and continue to create a welcoming environment at the park. Benches and rest areas should be provided at key locations along the trails. Additionally, consider the needs of persons with disabilities by including site amenities like picnic tables that can accommodate
RECOMMENDATIONS

wheelchairs. Custom designed chairs and raised platform picnic tables are proposed adjacent to the creek and should be field located at key locations.

SIGNAGE

A comprehensive approach to signage should be undertaken to develop a consistent and attractive means to display regulatory and park related information. A signage system should be developed with a hierarchy designed to convey the image of a quality recreation facility and communicate necessary information.

The points of entry to the park sets the tone for what the visitor is about to encounter and makes a lasting impression. The access points cater to vehicles, cyclists and pedestrians entering the site from adjacent streets. These access points must clearly identify the Park from the adjacent roadways and properties and have clear designated signage and visual cues for destinations and parking.

Entrance Signs: identifying the park at each entrance are proposed. The actual location of the entrance signs and related plantings should be field verified during the construction drawing phase to provide adequate visibility. Primary entrance signs should be located at the Puddintown Road entrance, Balmoral Way entrance, Butler Avenue entry, and Houserville Road entry.

UTILITIES

The park expansion design will require connections to existing sewer, water, and electric service. The Master Plan recommends providing security lighting for the parking and pavilions. No sport field or court lighting is recommended, and trail lighting is also not recommended at this time, but may be a future consideration as trails are utilized more as transportation corridors.
RECOMMENDATIONS

**Informational kiosk:** are provided in each of the three primary use areas of the park, including the playground hub and the two athletic field hubs. Kiosks typically post information regarding park policies, facility use schedules, and calendar of community events.

**Interpretive signs:** should be placed at key points of interests in the park and along trails that provides environmental education and awareness. One example would be to develop interpretive signage for the habitat structures within the creek that educates park visitors on the significance and benefit of habitat structures and outline the need to not alter, degrade, or build rock dams.

**LANDSCAPING**

Landscaping is already extensive, well designed and located throughout the park. Mature trees provide shade throughout and enhance the visual image and functions of the park. Additional plantings should provide visual interest, promote native wildlife, enhance the visual image of the park, separate new uses, and continue to buffer surrounding landowners.

The use of plant material native to Centre County is suggested. Native plant material is adaptive to the geographic location and will require less maintenance, withstand the extremes in climate change, be less susceptible to disease and pests, and propagate naturally.

Well-designed landscaping can lower maintenance requirements. No mow lines should be established to reduce mowing, especially outside of activity areas.

The existing creek should be further enhanced with vegetation to stabilize the existing bank, provide wildlife habitat areas, and provide opportunities for environmental education.
OVERLAY CONCEPT FOR FLOODPLAIN RECONNECTION

An overlay concept needing more investigation was explored for the southeastern area of the park currently proposed as an open lawn area. The overlay concept was conceived as previously discussed in Appendix E to further address localized flooding in the immediate area of the playground and parking area. Conceptually the floodplain would be over excavated to create a low-lying wetland that would allow flooding to recede into the designated space. Cut material would be utilized outside of the floodplain area to create interesting landscape mounds. A wetland boardwalk would traverse the area and provide linkages to the existing bridge and adjacent trail network and native meadow plantings introduced in the areas outside of the floodplain and mounded play hills.

https://www.asla.org/2017awards/326889.html
RECOMMENDATIONS FOR MOVING FORWARD

The following recommendations will enable the Township to adopt a practical, achievable action plan to ensure that the Master Plan is implemented. Additional assessments are recommended for the existing structures (maintenance building, historic bridge, and pavilions) to determine upgrades needed to extend the life and rejuvenate the overall aesthetics of each structure.

Early Action Items (Year 1-2)

A. Complete title search and boundary and topographic survey for the entire park property and include National Park Service (NPS) Land and Water Conservation Fund (LWCF) boundary map and corrective deed language.

In 1971 LWCF grant was awarded to College Township and utilized to enhance and expand the existing park. Improvements including picnic areas, three new pavilions, multi-purpose court, trails, maintenance/storage building, entrance drive and parking and other park amenities and infrastructure upgrades. See Appendix L for LWCF supporting documentation and full listing of improvements.

B. Formalize shared access and maintenance agreements with adjacent landowners.

LAND & WATER CONSERVATION FUND

The Land & Water Conservation Fund (LWCF) State Assistance Program, established in 1965, is a federal source of funding provided by the U.S. Department of the Interior’s National Park Service (NPS) to all states to provide 50% matching grants for the acquisition and development of public outdoor recreation areas and facilities. The Land and Water Conservation Fund (LWCF) has helped protect America’s most treasured places. Over the past five decades, it has touched every state, conserving national parks and forests, land by rivers, lakes and oceans, working forests, farms and ranches, fish and wildlife refuges, trails, and state and local parks.

In August 2020, permanent, funding for LWCF was secured through the Great American Outdoors Act—ensuring that each year the $900 million deposited into the LWCF account is directed to conservation and recreation priorities.

All projects funded through the Land and Water Conservation Fund (LWCF) State Assistance Program are permanently protected for the benefit of the public. Upon completion of the project, DCNR is responsible to complete post on-site inspections at five-year intervals on all projects. The inspection areas are defined by the “6(f)(3) project boundary map” which is on file with DCNR and NPS. If it is discovered that the property has been converted to a use that is not consistent with public outdoor recreation it is the community’s responsibility to work with the Department of Conservation and Natural Resources to reach a solution.

To find out more information about the LWCF State Assistance Program, visit the following website: https://www.nps.gov/subjects/lwcf/index.htm

To find an existing LWCF project in our community, visit the interactive map: https://lwcf.tplgis.org/mappast/

Source: LECF Factsheet
C. Complete Architectural and Structural Assessment of existing structures in the park.

D. Due to the unique circumstances created by the Wellhead Protection area and the high-quality stream, it is recommended that a Stormwater Management Master Plan for the Park be created prior to any improvements. This will allow the overall design and aesthetics of the proposed park improvements and amenities to be integrated with innovative stormwater management design, so the overall flow and function of the park is not impacted by large typical SWM practices. The SWM Master Plan shall be developed to meet and/or exceed the local municipality and Centre County Conservation District requirements for Volume, Rate and Water Quality while adhering to the restrictions imposed on infiltrative Stormwater Management Practices located within the Wellhead Protection Area which encompasses the entire footprint of Spring Creek Park.

Advance the initial playground concept developed in the master plan including playground design charrette meetings with the community.

### Continued Coordination

A. Continue to partner with Trout Unlimited and Pa Fish and Boat Commission in developing, implementing, and managing habitat protection.

B. Continue to involve the public in park planning, design, programming and operation.

Public support is vital to park success.

- Continue to involve the public in park planning as the master plan is phased in over time and construction documents for the final design are developed.

- Providing programs in the park will help to foster stewardship and support as well as serve their primary intent of fun, fitness, connections with nature, and fostering a sense of place.

C. Continue the work of the Governance Committee on parks and recreation Roles and Responsibilities.

- Establish a formal written MOU listing the roles, responsibilities and funding levels for parks and recreation maintenance projects, cyclic repairs, and capital improvements.
RECOMMENDATIONS

D. Implement the Park Master Plan.
   - Follow the recommendations in phasing in the park improvements. Continue the momentum begun in the master planning process by developing a work plan for year one.
   - Continue to publicize advances in the park through all media sources such as newspaper, the newsletters, website, Facebook, Twitter, Instagram, and e-mails. Honor the transition underway in which the diversity in generations has various preferred ways of getting information that must be used.
   - Include subsequent phases into a seven-year capital improvement program for Spring Creek Park.

E. Update Maintenance Standards

Maintenance standards set forth the level of care that park and recreation facilities receive. Not all parks or facilities need to be maintained at the same level of care. It is perfectly fine to apply a mix of standards to parks to facilitate the selective and targeted care of highly visible and well used facilities vs. more remoted, undeveloped, and less used ones. As Spring Creek Park is revitalized, the existing park maintenance standards should change with the level of investment and increased park use.

Importance of Assigning Maintenance Standards

Updating and formalizing maintenance standards will enable CRPR and College Township to maintain Spring Creek Park with respect to needs and resources. Targeting the appropriate level of care will enable both agencies to direct resources to balance public use with natural resource conservation. The maintenance standards provide a common frame of reference for elected and appointed officials, CRPR and township employees, maintenance staff, administration, contractors, partners, sponsors, park visitors and the citizens. The common agreement will facilitate discussions and communications about the parks. This will enable elected and appointed officials and parks and recreation management to establish and implement policies on use, fees and charges, volunteer requirements, staffing levels, contractual service requirements, and other issues that may emerge. It will also enable the Township to communicate with the public about its capacity to undertake actions in response to citizen demands on the park, park maintenance tasks, natural resource protection actions, and requests for additional facilities and/or services. Standards can be based upon the National Recreation & Park Association’s recommendation to use the following modes. Modes help to avoid the connotations that letter or number naming have on park maintenance as gradations such as “A” as excellent to “F” as failing.
The modes simply describe agreed upon standards for identified park areas.

- **Mode I** - State of the Art Maintenance
- **Mode II** - High Level Maintenance
- **Mode III** - Moderate Level Maintenance due to moderate levels of development
- **Mode IV** - Moderately Low-Level Maintenance
- **Mode V** - High Visitation Natural Areas
- **Mode VI** - Minimum Level Maintenance

**Inspections - Mode I** - Park inspection of the Spring Creek Park core visitation areas such as the beach and the active areas of the park such as the park entrance, restrooms, nature play space, playground, ballfields, and game courts. **Mode V** should be done every other week in the natural areas.

**Turf Care** - Turf care for the Park would include general park areas.

Mode II turf care means mowing every five working days. This would include limited general grass areas of the park. The intent would be, however, that any landscape designs should minimize mowing and turf management. The meadow areas would be maintained at Mode IV.

**Disease and Insect Control** - Modes would vary by facilities.

- **Modes for Zones - Mode V working towards Mode I** - In Zones A and B of the Park, Mode I disease and insect control with preventive maintenance, control and an integrated pest management program would be applied. In C and D, disease and insect control are done only to ensure public safety or when a serious problem discourages public use in accordance with a Mode V level.

**Forestry** – CRPR and College Township should continue their work in natural resource management, especially the tree canopy and shade for Spring Creek Park.

**Floral Planting** – Mode V - floral planting should only be introduced where there is a community group to maintain them in accordance with a formal written agreement with a designated time.

**Tree and Shrub Care** – Mode IV requires no pruning and care only to remove safety hazards.

**Litter Control** – Mode I in all areas of high activity in the park which means litter pick up and trash removal daily and more frequently during an activity with high participation and or rental fees. The beach area should have a “pack it in and pack it out litter policy. This will require public education and signage.
**Surfaces and Paths** – Mode II so surfaces are cleaned and repaired when appearance has notably been affected. Continue to remove snow in accordance with current Township policy.

**Repairs** – Mode II when safety, appearance or function is an issue, repairs are made.

**Restrooms** - Mode I in which custodial services of the restrooms is done at least once per day. Special events or times of high use may warrant more than one service per day.

**Establish Best Practices**

According to the National Recreation and Park Association’s Green School and Maintenance Management Schools, the best management practices for parks were identified based upon the operations of successful parks and recreation systems nationwide. These practices are founded in sustainability and blend energy conservation, use of hybrid vehicles, Leadership in Energy and Environmental Design principles, use of alternative energy sources, recycling, tree planting, and reducing the use of chemicals. Since the workload cost tracking for park maintenance is not yet available, the following best practices will serve as recommendations for this plan and cost projections.

Best practices include having:

1. 18 or fewer managed park acres per park maintenance employee. The estimate for managed park acres in the Spring Creek Park is 29 which equates to two FTEs. The important point here is that the maintenance work performed must be carefully designed and implement in consideration of the actual resources that are available in staff and budget. The existing staff cannot do everything and so what they do work on should be rooted in consensus regarding how they do spend their time.

2. A formal written maintenance management plan in place based on the MOU to be developed by the Governance Committee of the COG.

3. Contracts for the purchase of maintenance could continue to be explored for tasks that are routine such as restroom custodial services and grass mowing.

4. The written work order system to track labor, materials, supplies, equipment, and emergency calls should be evaluated to determine optimal software systems that can be used on mobile devices.

5. A formal equipment replacement program should be put into place.

6. A policy to guide the organization in its green practices should be developed.
F. Establish a Standardized Maintenance Program.

Maintenance management is the process by which the Township plans, directs, and controls the care of parks and recreation facilities. Spring Creek Park should reflect an effective level of service for protection of resources and park visitors as the park master plan recommendations are carried out; an inviting, clean and attractive appearance; the reality of fiscal and human resource limitations of CRPR and College Township; and recognition that partners are key to the effective operation of the Park.

There is a tendency among governmental organizations in general to expect the park maintenance crews to absorb the additional workload created by a revitalized park. This is especially true when the workforce is dedicated and passionate about the quality of its work as it is in CRPR and College Township. Based upon best practices, the maintenance crews for Spring Creek Park should include about two full-time equivalent workers in its current configuration. If all functions of a maintenance system including workload cost tracking and reporting and natural resource management functions are undertaken. While this staff number is an increase, staffing increases are meant to be phased in over time as resources allow.

Routine scheduled maintenance provides the foundation for effective park security and risk management. A park that is well designed and well maintained attracts visitors. The more use a park gets, the less vandalism occurs. When park visitors see that a facility receives good care, the risk of vandalism and other undesirable social behaviors tends to diminish. Parks that are not well tended get fewer visitors and higher levels of vandalism.

With a maintenance plan in place, there will be a clearly defined direction for the maintenance goals and operations. Making a repair in an emergency, unscheduled basis costs seven times as much as it does to perform the task on a routine basis. It is far more efficient and effective to perform park maintenance on a planned and scheduled basis. Ongoing maintenance also prevents the need for costly rehabilitation that results from deferred maintenance.