

Abington Township

Feasibility Study for Potential Economic Development

Technical Proposal

Submitted by
Delta Development Group, Inc.
June 2, 2022
www.DeltaOne.com

Darren J, Asper, PP, AICP
Senior Vice President
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DELTA | DEVELOPMENT | GROUP
I N C .

Contents

Cover Letter	2
Contact Information	4
Personnel Qualifications	5
Organization Chart.....	5
Key Personnel.....	6
Experience	13
Certificate of Insurance	16
Specialized Strategic Planning and Facilitation Services Competence	17
Project Examples.....	17
Project Approach.....	20
Project Timeline	30
Current Municipal Client List	31
References	31



May 27, 2022

Richard J. Manfredi
Township Manager
Abington Township
1176 Old York Road
Abington, PA 19001

RE: Economic Development in Abington Township - Feasibility Study Proposal

Dear Mr. Manfredi:

Attached is Delta Development Group, Inc.'s (Delta's) response to the *Feasibility Study for Potential Economic Development in Abington Township* (Feasibility Study). With nearly 35 years in the economic development planning, consulting, and public funding business, Delta is excited to blend its expertise in the areas of economic development, community planning, facilitation, and public funding for the benefit of Abington Township (Township).

Founded in 1988, Delta is a privately owned firm with expertise in land use; community and economic development consulting; downtown revitalization and master planning; public-private funding strategies and implementation; stakeholder outreach and meeting facilitation; emergency management and disaster preparedness; and development and design of compelling publications and communications services that enable clients to convey plans, issues, and ideas to businesses, citizens, funders, and other audiences.

Delta has assisted clients in 27 states acquire nearly \$1.7 billion dollars in funding for a spectrum of projects and have assisted communities with the implementation of their plans and strategies. Because community and economic development has been at the heart of Delta's professional focus for nearly 35 years, Delta understands the importance of accurately capturing quantitative data and qualitative input for economic development strategic plans, comprehensive plan development, implementation, visioning, funding, and benchmarking and measuring success - all of which must be underscored by collaboration, coordination, communication, and buy-in among stakeholders. Delta has also established strong relationships within funding agencies and the state and federal levels, including the Pennsylvania Department of Community and Economic Development (DCED).

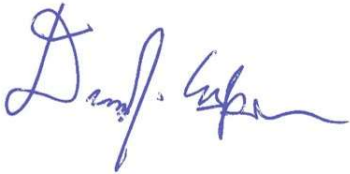
Delta has over 30 professionals who stand ready to assist with this project. Key staff for the Feasibility Study will include:

- Darren J. Asper, PP, AICP - Senior Vice President
- Teresa Sparacino - Vice President
- Dane Higbee - Senior Associate
- Katie Hall - Associate
- Maggie McGahen - Associate
- Brandyn Smith - Associate

Utilizing the skills and experience of our diverse team, Delta will deliver a thorough and visionary Feasibility Study that continues the Township's record of economic success and strive for economic and social equity, sustainability, and resiliency. Delta's prior project experience with strategic planning and facilitation services, including the Cranberry Township Market Analysis (Butler County), Upper Darby Comprehensive Plan (Delaware County), Delaware County 10-Year Economic Development Strategy (Delaware County), and the Quakertown Borough Revitalization Plan (Bucks County), have put our current and former clients on a path to successful project implementation.

We look forward to the opportunity to work with the Township on this transformative Feasibility Study. If you require additional information or would like to meet our team, please contact me at (717) 441-9030.

Sincerely,

A handwritten signature in blue ink, appearing to read "Darren J. Asper". The signature is fluid and cursive, with a long horizontal flourish at the end.

Darren J. Asper, PP, AICP
Senior Vice President
Delta Development Group, Inc.



Contact Information

Contact Information

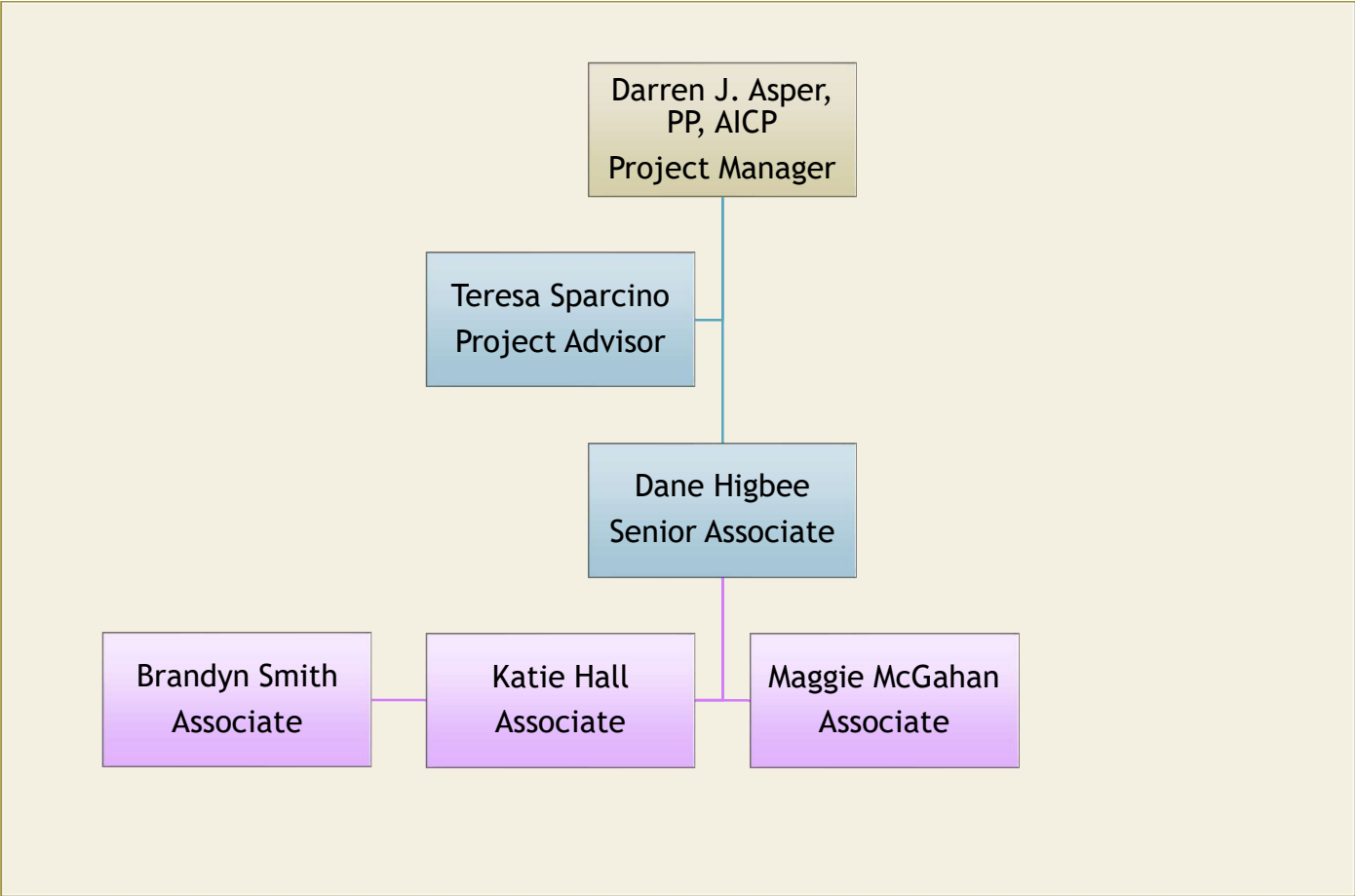
Delta Development Group, Inc
Owners LeRoy D. Kline, Jr. and Eric R. Clancy
225 Grandview Avenue Suite 301
Camp Hill, Pennsylvania 17011
717-441-9030

Primary Contact: Darren J. Asper, PP, AICP
Email Addresses for Project Team:
Darren J. Asper, PP, AICP - dasper@deltaone.com
Dane Higbee - dhigbee@deltaone.com

Year Established: 1988

Delta does not hold MBE/WBE status

Personnel Qualifications Organization Chart



Key Personnel

Darren J. Asper, PP, AICP



A member of the American Institute of Certified Planners (Certificate #067202), and a licensed Professional Planner in the state of New Jersey (License #33LI0061830), Darren Asper provides clients of Delta Development Group expertise in various areas of planning, disaster preparedness, health care services, freight rail, funding and finance, and economic development. As Senior Vice President, Community and Economic Development, and a Delta shareholder, Darren leads a growing and diverse team of experts in economic and community planning, funding strategy development, market analysis, facilitation, disaster preparedness solutions, and higher education consulting.

With expertise that has served clients throughout the country, Darren leads a variety of programs, from downtown redevelopment plans to the development and implementation of funding strategies for redevelopment, recreation, transportation, community development projects, and health care facilities. Among his accomplishments was the development and implementation of economic and community development projects facilitating significant growth in Lycoming County, PA. His efforts on planning projects have led to recognition by the Pennsylvania Planning Association for “Outstanding Community Initiative.” Recently, Darren managed a comprehensive review of the New Jersey Urban Enterprise Zone Program. This effort was recognized by the Pew Center on the States as an outstanding example of policy assessment. In addition to his award-winning efforts, Darren has been an instructor for the Pennsylvania Planning Association, International Economic Development Council, and the Pennsylvania State University Economic Course.

Darren also leads planning and economic development efforts related to health care facilities. He has focused on health care facility expansion and development.

Prior to joining Delta Development Group, Darren was an aviation planning consultant in Cincinnati, OH, where he completed land use studies, econometric analysis, airport master plans, and environmental assessments. Previously, he was a community planner

with the Chester County Planning Commission, where he managed the preparation of municipal comprehensive plans and planning studies and assisted communities in zoning ordinance amendment procedures. Darren currently serves on the South Middleton Township Zoning Hearing Board.

Education/Experience

B.S. - Regional Planning - Indiana University of Pennsylvania
Masters of Science Urban and Regional Planning - Virginia Polytechnic Institute and State University
Real Estate Finance Certification - Urban Land Institute

Teresa Sparacino



Teresa Sparacino brings a wealth of experience to service the needs of Delta's public and private sector clients. Teresa has extensive knowledge of local government and business improvement district processes, with a special emphasis on planning, economic development, and downtown revitalization strategies. She has demonstrated the use of her skills in providing strategies for downtown areas, local governments, developers, and counties.

Teresa has over 27 years of economic development, downtown revitalization, and local government planning experience. She has been involved in the advancement of economic development strategies; establishment of public-private partnerships to create meaningful development; business improvement district plans and strategies; revitalization plans for downtowns and commercial corridors; market assessments for reuse strategies and master plans for early intervention plans.

During her tenure at Delta, Teresa has provided community planning and economic development services to Delaware County, Pennsylvania; Northern Tier Regional Planning and Development Commission, Pennsylvania; Middlesex County, New Jersey; Lansdale Parking Authority, Montgomery County, Pennsylvania; Cheltenham Township, Montgomery County, Pennsylvania; Quakertown Borough, Bucks County, Pennsylvania; Bellefonte Borough, Centre County, Pennsylvania; Steinwehr Avenue Business Improvement District, Adams County, Pennsylvania; City of Williamsport, Lycoming County; and Charlestown, WV.

Prior to joining Delta, Teresa served as the Executive Director for the Downtown State College Improvement District, where she was responsible for providing overall management for District services, while spearheading economic development initiatives to re-energize downtown State College. She also served as the borough manager for Carnegie Borough, Allegheny County, Pennsylvania. In this position, she assisted Carnegie Borough in the revitalization of its downtown and older neighborhoods and enacted legislation to encourage redevelopment which resulted in new commercial and

residential growth; she also served as the township secretary and community development director for Shenango Township, Lawrence County, Pennsylvania. In this role, Teresa assisted the township with the administration of their CDBG program. These funds were used to build water and sewer infrastructure and to assist in the rehabilitation of the township's housing stock.

Education/Experience

Bachelor of Science - Industrial Engineering - Geneva College - Beaver Falls, Pennsylvania

Dane Higbee



Dane brings in-depth analytical, writing, and communication skills to Delta's team. At Delta, Dane assists the Community and Economic Planning and the Development Services teams in developing innovative, accurate, and client-oriented deliverable products. Dane, a resident of Franklin County in Southcentral Pennsylvania, has roots in Northwestern Pennsylvania's Venango County. Paired with his extensive project work in Eastern Pennsylvania, Dane has vast institutional knowledge of the Commonwealth's communities, planning practices, and local and regional economies. His planning insight transcends state boundaries into Maryland, West Virginia, and Ohio.

Prior to joining Delta, Dane graduated *summa cum laude* from Indiana University of Pennsylvania. As a student at Indiana, he was able to amass skills in qualitative and quantitative data analysis, research, report writing, plan formulation, and GIS mapping. To better understand the regional economic impacts of the forthcoming Shell Ethylene Cracker Plant in Beaver County, Pennsylvania, Dane was part of an IUP Department of Geography and Regional Planning research team tasked with profiling economic conditions in counties surrounding Beaver. In subsequent courses, he worked with colleagues to craft an implementable and innovative economic development strategy for Columbiana County, Ohio. Dane also served as an intern at the Franklin County, Pennsylvania Planning Department.

During his time at Delta, Dane has served as a valued team member and leader on numerous projects in the Community Planning and Development, Development Services, and Transit Services practice areas. His expansive understanding of brownfield re-use best practices and local/regional economic integration earned Delta and its project team accolades from the Pennsylvania Department of Community and Economic Development for its Highest and Best Use Study of the decommissioned Sunbury Generation coal-fired power plant in Shamokin Dam, Pennsylvania. The Sunbury Generation study was profiled in a nationally published NPR report praising the study's actionable and visible results. Dane's passion for community planning work has left its mark across the Commonwealth, with his in-depth analytical skills providing a basis for community economic development strategies, market analyses, and revitalization plans in Pennsylvania's Northern Tier, the City of Williamsport, and Clarion County. He has

also assisted in securing state and federal funds for multiple businesses and non-profit clients, including Lycoming College and UPMC Susquehanna. Dane's experience in public outreach was a valuable asset to Delta's Transit Services team in its effort to develop a route study for the Central West Virginia Transit Authority. In addition, he has conducted GIS route mapping and operational analysis for additional transit clients.

Education/Experience

B.S.- Regional Planning and Land Use with GIS Concentration - Indiana University of Pennsylvania

Intern - Franklin County - Pennsylvania Planning Department

Katie Hall



Katie brings experience in fiscal and economic analysis, knowledge of state and local government processes, and strong quantitative, writing, and communication skills to Delta's team. At Delta, Katie works on the Community and Economic Planning and Development Services teams to identify the needs of public- and private-sector clients and perform insightful analyses or pursue funding strategies to meet those needs.

Originally from northeast Pennsylvania, Katie's prior work and education offered a variety of experiences, which allow her to approach client needs from multiple analytical perspectives. Most recently, Katie worked for the Pennsylvania General Assembly as a Modeling and Development Analyst for the

Independent Fiscal Office. Her role was to model the revenue and economic impacts to the Commonwealth from state economic development programs, the introduction of new businesses or industries or changes to laws and regulations. Additionally, she was responsible for forecasting state corporate income tax revenues. This experience made her adept at analyzing economic data from a variety of sources and developing accurate economic models and revenue forecasts.

Prior to her work for the Commonwealth of Pennsylvania, Katie worked as a Budget and Policy Analyst in the Colorado Governor's Office, while pursuing her master's degree in Public Administration from the University of Colorado Denver. During her time in the Governor's Office, she served as a liaison between the Governor's Budget Office and executive agencies gaining a keen understanding of the legislative process. As part of her master's degree, she worked closely with the City Manager's Office in the City of Louisville, Colorado to develop a citizen's budget and make the budget process more transparent and accessible to residents.

Other relevant work experience includes her work as an analyst in the Fiscal Affairs Program at the National Conference of State Legislatures, where she provided testimony and technical assistance to state legislatures across the country as an expert on state tax and budget-related issues. Katie honed her financial analysis skills in the

private sector where she worked as a Global Market Analyst for the financial data firm, Bloomberg.

Katie received her undergraduate degrees in Economics and Political Science from the Pennsylvania State University Schreyer Honors College. She received highest honor of her graduating class, being chosen as the student marshal for her outstanding academic achievement and contribution to student life while at the University. At Penn State, she remained active in the University Park Undergraduate Association, serving as the Chair of Student Life and Diversity, the Presidential Leadership Academy, the Paterno Fellows Program, and the Penn State Ski Team.

Education/Experience

Master of Public Administration - University of Colorado Denver

B.A. - Economics - Pennsylvania State University - Schreyer Honors College

B.A. - Political Science - Pennsylvania State University - Schreyer Honors College

Maggie McGahen



Maggie McGahen brings a thorough understanding of economic theory and modeling approaches, combined with in-depth analytical and critical thinking skills to Delta's team. She has a deep understanding of economic data and the appropriate methods to analyze problems, finding numerical solutions to real problems. This has many applications from evaluating potential locations for a business, deciding between various modes of production, evaluating the effectiveness of alternative marketing strategies and analyzing the economic impact of government policy. At Delta, Maggie assists the Community & Economic Planning and Development Services teams understand the logic of complicated data, to see how things relate to each other, and to see the broader context by applying economic principles and models to problems in

business, finance, and the public sector. Focusing on the benefit and costs (particularly opportunity costs) of alternative choice and the trade-offs, Maggie builds a valuable intuition for evaluating many business decisions and planning strategies.

Prior to joining Delta, Maggie graduated from Indiana University of Pennsylvania with her bachelor's degree in Honors Economics accompanied by a dual minor in Political Science and Business Administration. As a student, she received the Provost Honors award and was able to take advanced analytical courses such as, Econometrics. Achieving a well-versed education, she attained various skills which allowed her to broaden her knowledge. Maggie is currently working towards becoming a Certified Economic Developer (CEcD), which is an industry leading designation that offers an ideal balance of theory and practice that can provide a higher quality of service and understanding when assessing community needs.

During her time at Delta, Maggie has been a valuable team member and leader on numerous analytical and researched based studies. She performed an in-depth, multi-

year analysis of historical financial data to establish a realistic baseline for the Borough of Bellefonte's historical and current financial condition. Maggie has also conducted numerous economic impact analysis based on the interdependencies between economic sectors, commonly used to estimate the impacts of "shocks" to an economy and to analyze their resulting ripple effects. She has also assisted in securing state and federal funds for multiple businesses and non-profits. In 2019, she helped the project team secure a \$25 million federal transportation grant by conducting a U.S. DOT compliant benefit-cost analysis which represented the fiscal rationale for the required transportation investment.

Education/Experience

Bachelor of Arts in Economics, Economics Honors Program with a minor in Business Administration and Political Science -Indiana University of Pennsylvania

Intern -Mainstreet Waynesboro, Inc.

Intern -Congressional Committee -Transportation Infrastructure Committee

Intern -National Congressional -United States House of Representatives

Brandyn Smith



Brandyn offers a keen understanding of economic theory and data analytics that is coupled with his extensive knowledge of funding opportunities through Commonwealth grants and loans. At Delta, he will be assisting the Community and Economic Planning and Development Services teams by preparing comprehensive economic development grant proposals, writing support letters, and analyzing and reporting on both quantitative and qualitative community economic and financial data.

Prior to starting his career in economic development, Brandyn graduated from Bloomsburg University with his Bachelor's in Economics. As a student, he played varsity baseball, served on the Leadership Team of Catholic Campus Ministry, and was heavily involved with the school's economics club where he and his team were successful in acquiring economists like Alan Krueger and George J. Borjas to present their research on campus. Brandyn amassed skills in econometrics, applied economic theory, finance, and political science. His education, coupled with his extensive background in community engagement, has shaped him into the professional he is today.

In 2017, Brandyn completed an internship with the Keystone Contractors Association where he assisted the Executive Director in researching HB 566 of 2017-2018, drafting industry papers, and supporting collaborative initiatives. Following graduation in 2018, Brandyn was hired by the Pennsylvania State Education Association (PSEA) as a Member Organizer during the state primary elections of 2018. As a Member Organizer, he traveled across the state interviewing candidates seeking the association's support. He also authored articles in newsletters and crafted PSEA's social media plan to facilitate

member activism. Finally, in 2019 Brandyn joined the Governor’s Center for Local Government Services (the Center) within the Pennsylvania (PA) Department of Community and Economic Development (DCED). While there, he administered the Municipal Assistance Program and the Municipalities Financial Recovery Act (Act 47). He also served on the PA Automated Vehicle Local Government Subcommittee, the PA LiDAR Workgroup, the Governor’s Census 2020 Complete Count Commission, and the Government Fiscal Sustainability Workgroup led by Michigan State University. Brandyn also worked closely with the Center to further develop an Early Warning System that compiles financial, demographic, and socio-economic indicators of financial distress as a means of being proactive against distress before it reaches significant levels of concern.

Over the last three years, Brandyn has focused his work on the Commonwealth’s most financially distressed municipalities. His insight on financial trends, planning initiatives, future transportation modes, and government relations will help Delta advance economic opportunities across the Commonwealth.

Education/Experience

B.A. - Economics - Bloomsburg University of Pennsylvania
Intern - Keystone Contractor’s Association

Experience

Since 1988, Delta Development Group, Inc. (Delta) has delivered specialized consulting services in government relations, public funding, project financing, community and economic planning, stakeholder outreach and meeting facilitation, transit planning, and emergency management and disaster preparedness in the Commonwealth of Pennsylvania and beyond. Our team is focused on the development and design of compelling publications and communications services that enable clients to convey plans, issues, and ideas to businesses, citizens, funders, and other audiences.

Delta has planned and initiated public funding strategies for numerous private- and public sector clients. As a firm founded with a focus on managing government processes pertaining to public funding and policy implementation, **Delta has secured more than \$1.7 billion in community and economic development funding for its clients.** Located just one mile west of the state capital in Camp Hill, Pennsylvania, our client list includes local and state governments, public authorities, federal agencies, regional development organizations, nonprofits and trade groups, institutions of higher education, hospital and healthcare systems, and private and publicly traded corporations. Delta has completed projects in 27 states nationwide.

Positively affecting public funding and legislative decision-making is predicated on identifying the key decision-makers at the legislative and agency levels and communicating with them at the appropriate step in the review process. The Delta project team consists of 35 employees and combines years of experience working with local government, state offices and federal offices.

We understand the importance of stakeholder involvement and work closely with our clients to develop an effective communications strategy involving local, state, and federal officials, which we then leverage to advance funding requests. Because most state funding requires strong levels of political support, Delta has cultivated longstanding relationships built on trust with legislative leadership in all four legislative caucuses, influential Committee chairs, and the Governor and his top deputies. These relationships have helped to earn Delta a reputation of bringing projects to successful completion through state investments and partnerships.

From a federal perspective, Delta has cultivated strong relationships with federal agencies and congressional offices. Recently, we have been successful in securing two U.S. DOT BUILD grants for transportation projects. As part of the Dela team, we have

added Julie Chlopecki of Lincoln Concepts, a federal lobbying firm based in McLean, VA. Julie brings over 30 years of securing federal infrastructure funding for projects across the United States. Together with Julie, Delta is undertaking thorough analysis and tracking of federal and state funding opportunities as a result of the American Rescue Plan Act (ARPA) and the Bipartisan Infrastructure Law (BIL). These two laws have created a plethora of new competitive funding opportunities at the federal and states levels. Delta's connections within federal and state agencies provide us with unparalleled insight on current and future funding opportunities to benefit our clients.

Delta has a client-first focus and manages projects to completion within the contract and client terms. Our unique integrated staffing model allows the flexibility to manage unexpected circumstances while maintaining project timelines. Delta's goal is to create practical, meaningful, and innovative solutions that serve the needs of real people through sound community and economic planning. Our approach addresses the underlying factors of community livability and economic viability by fostering an environment where all public and private interests can actively participate in project planning, decision making, and implementation.

Specific Delta services include:

- Feasibility Studies
- Comprehensive Planning
- Early Intervention Planning/Strategic Management Plans
- Land Use Planning and Zoning
- Economic Impact Studies
- Site Development
- Economic Development Plans and Strategies
- Downtown Revitalization Strategies and Implementation Plans
- Education Consulting
- Economic Development and Market Analyses
- Public Funding and Incentives

Delta has provided Community Planning and Economic Development services for the following clients.

- Borough of Yeadon, Delaware County, Pennsylvania
- Lansdale Parking Authority, Montgomery County
- Upper Darby Township, Delaware County
- Upper Chichester, Delaware County
- Lansdowne, Delaware County
- Cranberry Township, Butler County
- City of Williamsport, Lycoming County
- Quakertown Borough, Bucks County
- Cheltenham Township, Montgomery County
- Delaware County, Pennsylvania
- Steinwehr Avenue, Gettysburg, PA

Detailed project profiles are included in the “Project Experience” section of this proposal.

Delta has no existing or potential legal or other policy conflicts of interest, or appearance of conflict of interest that would arise from work with Abington Township.

Delta nor any of its principals are under federal or state investigation, nor does Delta have any pending litigation.

Delta carries professional insurance coverage and a certificate of insurance through West American Insurance Company, Ohio Security Insurance Company and Ohio Casualty Insurance Company. A sample Certificate of insurance detailing coverages is included on the following page.

Certificate of Insurance



Certificate of Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
01/21/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Gunn Mowery, LLC P O Box 900 Camp Hill PA 17001-0900		CONTACT NAME: Angela Mackey PHONE (A/C, No, Ext): (717) 761-4600 E-MAIL ADDRESS: amackey@gunnmowery.com FAX (A/C, No): (717) 761-6159															
INSURED Delta Development Group Inc 225 Grandview Ave Ste 301 Suite 301 Camp Hill PA 17011		<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: West American Insurance Company</td> <td>44393</td> </tr> <tr> <td>INSURER B: Ohio Security Insurance Company</td> <td>24082</td> </tr> <tr> <td>INSURER C: Ohio Casualty Ins. Company</td> <td>24074</td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: West American Insurance Company	44393	INSURER B: Ohio Security Insurance Company	24082	INSURER C: Ohio Casualty Ins. Company	24074	INSURER D:		INSURER E:		INSURER F:	
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INSURER D:																	
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COVERAGES CERTIFICATE NUMBER: 22/23 master REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
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B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY			BAS58305896	02/01/2022	02/01/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROP. DAMAGE (Per accident) \$ Business Auto \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 0			USO58305896	02/01/2022	02/01/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	XWO58305896	02/01/2022	02/01/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

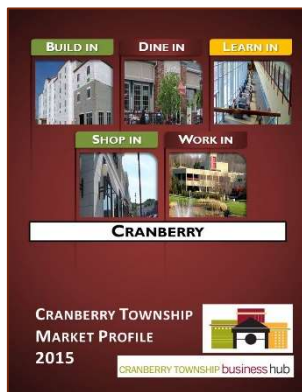
CERTIFICATE HOLDER	CANCELLATION
	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE

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Specialized Strategic Planning and Facilitation Services Competence

Project Examples

Cranberry Township Market Analysis



As part of Cranberry Townships Comprehensive Plan Update, the Township carries out a market analysis every five (5) years to evaluate five (5) key indicators to gauge effectiveness of the Comprehensive Plan's economic development strategy. Key indicators to the economic development strategy identified in the comprehensive plan include: 1.) Demographic Environment 2.) Workforce (inflow/outflow and age) 3.) Economy (jobs, earnings, employment trends 4.) Retail Market and 5.) Commercial Market.

In addition to evaluating the success of the comprehensive plan economic development strategy, the regular market analysis reveals peer-peer comparisons with competitive areas and micro-to-macro comparisons to the Township's larger economic region. These comparisons identify strengths and weaknesses in the ability to attract new residents and businesses.

Upper Darby Comprehensive Plan

Delta worked with Upper Darby Township to complete a Comprehensive Plan Update. As part of this assignment, Delta completed the following tasks:

- Inventory of existing data and studies including, GIS data relevant to the planning process
- Development of project website and social media presence to provide resources to project stakeholders
- Stakeholder interviews, surveys, and focus groups
- Work sessions with municipal officials and municipal staff to identify critical issues regarding economic development, land use, traffic and housing and community facilities

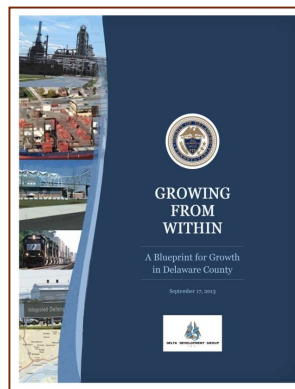


- Open houses in each of the Township districts to discuss comprehensive plan
- Conduct market analysis, market forecasting, and indicator analysis to evaluate trends, projections, micro to macro comparisons, and peer to peer comparisons
- Develop and meet with project steering committee
- Analyze findings and develop inventory of existing conditions
- Public hearings for review and comment period
- Implementation matrix to address actions required to meet each goal of the Comprehensive Plan
- Facilitation of formal adoption of the Comprehensive Plan update conforming to the requirements of the Pennsylvania Municipal Planning Code

Delaware County 10-Year Economic Development Strategic Plan, Delaware County, PA

The Redevelopment Authority of the Delaware County Commerce Center contracted with Delta to conduct a market study and develop a 10-Year Economic Development Strategic Plan (Plan).

Working with the Delaware County Commerce Center, the Office of Workforce Development, and a steering committee comprised of leaders from businesses, health systems, universities, and labor and commerce groups (hereinafter collectively referred to as the “Delaware County Team”), Delta conducted an analysis of the County’s current economic, social, and physical environments to provide the foundation required for developing a strategic, actionable economic development strategy. Components of the study included: demographic, industry, and workforce analyses; transportation infrastructure analyses; and the identification of vacant and underutilized properties, knowledge resources, and key economic assets. During this phase of the project, Delta also conducted surveys of leaders of business and industry, as well as local municipal officials. These surveys were augmented with two focus group sessions; one geared toward leaders of business and industry, the other geared toward municipal officials and nonprofit organizations.



In June 2013, Delta delivered the Plan, which will serve as the road map to the future for the County's economic success. Delta also assisted Delaware County with implementation of the Plan’s findings, including developing a communications marketing plan; establishing transformation zones to focus place-based investment; and developing business plans, identifying partners, and recommending optimal sites to establish incubators and research and development facilities within Delaware County.

Quakertown Borough Revitalization Plan and Implementation, Bucks County, PA

Borough Council expressed a desire to implement an effort of economic development through the formation of an Economic Development Steering Committee. This committee was given the responsibility to develop a vision statement and development plan that would be bold, imaginative, and transformative. The plan would be guided by principles of sustainability, and the Quakertown vision would be based on market realities and achievable growth scenarios. The plan would also position the Borough of Quakertown as the epicenter of the Upper Bucks County Greater Area.



Delta Development Group, Inc., in collaboration with the Economic Development Steering Committee, prepared a vision and revitalization plan for the Borough of Quakertown. The initial effort concentrated on developing a clear understanding of the existing physical conditions, business mix, relationship between the four commercial districts of Quakertown, business owner perception and attitudes toward conducting business in Quakertown, and the perception and attitude of persons residing within a 40-minute drive time of downtown Quakertown. Delta collected data through both qualitative and quantitative research and analysis. This included a review of existing plans and studies, field reconnaissance, in-depth market analysis, 20 stakeholder interviews, business surveys (over 70), resident surveys (500), two town hall meetings, one business focus group session, and monthly meetings with the steering committee.

Delta developed an urban vision and revitalization plan that will capitalize on Quakertown's existing assets. The plan provided an implementation and funding strategy focused on strengthening and improving the business mix by developing a strong business retention and recruitment plan for Quakertown, converting vacant industrial sites into lofts and mixed use, changing traffic patterns to improve pedestrian mobility in downtown Quakertown, and uniting the four commercial districts with the design of an enhanced marketing plan.

Delta assisted Quakertown with implementation of the Revitalization Plan; this included creating a LERTA program; developing a new brand and marketing brochure for business recruitment; providing a pedestrian overlay ordinance and design guidelines; and developing way-finding and gateway sign plan.

Project Approach

Delta envisions an engagement that blends robust public outreach, meaningful stakeholder/funding agency communications, and in-depth quantitative and qualitative economic analysis. Abington Township (Township) has taken a strong first step toward planning for its economic future in commissioning development of the *Feasibility Study for Potential Economic Development in Abington Township*. This document will serve as a roadmap for equitable, sustainable, and resilient economic growth for the Township in the short, medium, and long-term. In total, Delta anticipates that it will be on-site four (4) times during the process, including one (1) trip for a kick-off meeting and community tour, one (1) trip for the Township Administration and Township Leadership visioning sessions (to be held during two sessions in one day), one (1) trip for the public visioning sessions (to be held during two sessions in one day), and one (1) trip for final presentation of the deliverable. To ensure progress, Delta anticipates holding monthly progress meetings to guarantee timely completion of the agreed-upon scope. Delta looks forward to leveraging its expertise of the planning process, economic development principles, available funding sources, and project implementation to position the Township for continued economic success.



SOURCE: WWW.ABINGTONPA.GOV

Task #1: Kick-Off Meeting

Delta will begin the engagement with an on-site kick-off meeting with the Township Manager to clarify expectations and desired outcomes; review schedule, budget, and format deliverables; and clarify the responsibility of each party. During the meeting, Delta will obtain background about prior economic development plans, strategies, and initiatives undertaken by the Township and the status of the recommended implementation items. Delta will also utilize this meeting to tour the Township and gain a feel for the community. Once complete, the kick-off meeting will enable Delta to begin background qualitative and quantitative analysis.

Task #2: Conduct a Review of Prior Revitalization, Economic, and Planning Studies

As context for future economic development initiatives, the Delta team will conduct a review of prior revitalization, economic, and planning studies undertaken by the Township. Documents to be reviewed and analyzed include, but are not limited to, the following:

- Vision2035 - Abington Township Comprehensive Plan Update (2019)
- Walk, Park, Train Abington (2017)
- Master Bicycle Plan (2016)
- Abington Noble Transit-Oriented Development (2012)
- Keswick Revitalization Plan, Phase II (2012)
- Old York Road Corridor Improvement Study (2010)
- Roslyn Community Revitalization Plan (2010)
- Abington Township Comprehensive Plan (2007)
- Abington Township Open Space, Recreation and Environmental Resource Protection Plan (2006)

In addition, Delta will review a number of additional resources to ensure that fundings of the Feasibility Study are consistent with prior public planning processes and initiatives, including review of the following:

- Montco 2040: A Shared Vision (2021)
- Pennsylvania Climate Action Plan (2021)
- Abington Township Zoning and Subdivision and Land Development Ordinances
- Abington Township Improvement Projects Webpage

Task #3: Demographic, Socioeconomic, and Market Demand/Industry Analysis

Analysis of quantitative economic, demographic, and market data is an essential component of determining baseline conditions, identifying trends, and ensuring that economic development efforts are equitable. Using the Delta team’s collective knowledge of economic development analysis and our suites of analysis software, Delta will paint a picture of current conditions, trends, and future opportunities. Our subscription-based software packages, including Emsi, ESRI Business Analysis, ArcGIS, and IMPLAN, allow Delta to dive deeper into issues that impact the economic future of municipalities. Whereas traditional data sources, such as the U.S. Census Bureau, suffer from a “data-lag” that describes the past rather than the present and future, ***Delta’s suite of software packages use reliable projections to assess current and future conditions.*** From these sources, our team will pull data into a comprehensive description of who lives in the region, their purchasing power, education attainment, and more.

Specific demographic data points to be examined include, but are not limited to, the following:

- Demographic traits and income levels of households
- Projected change in population and households
- Projected population shifts
- Educational attainment
- Housing type, age, and value
- Migration patterns

The Socioeconomic and Market Demand/Industry Analysis will evaluate workforce and commuting characteristics. Delta will determine the inflow and outflow of jobs in the region and how it relates to economic development initiatives in the Township. Delta will also evaluate the Location Quotient (LQ), a measure of employment concentration of industry employment in the region. Industry sectors showing an LQ greater than 1.0 may be competitively advantaged because these sectors employ a higher share of total workforce than the industry employs statewide. The LQ will be compared to job growth and loss in the region. Other information to be examined, with the assistance of Emsi and ESRI Business Analysis economic modeling data, includes:

- Employment, unemployment, and labor force participation
- Community patterns
- Age composition and employment by industry sector
- Underemployment
- Employment growth and decline by industry sector
- Industry sector employment
- Industry sector growth
- Gross regional product (GRP) by industry
- Industry earnings
- Where area graduates are funding employment
- In-demand skills

Task #4: Visioning Session with Township Leadership

Establishing stakeholder buy-in from Township Leadership for an economic development vision is an absolutely crucial component of any feasibility study. Township Leaders have superior insight on a municipality’s strengths, weaknesses, opportunities, and threats relating to economic development. Township Leaders, who interact with citizens on a regular basis, have a feel for desired land uses and the feasibility of overall economic development efforts. In Task #4, Delta will conduct an in-person visioning session with the Township Commissioners to ascertain their perspectives on the economic future of the Township. The session will include a “SWOT” analysis to identify the Township’s strengths, weaknesses, opportunities, and threats as they relate to economic development. The visioning session will also entail Delta profiling economic development concepts and strategies utilized elsewhere in communities similar to Abington Township. Once completed, the established shared vision among Township Leaders will lend the Feasibility Study to future implementation.

Task #5: Visioning Session with Township Administration

Following the visioning session with Township Leadership, Delta will conduct a visioning session with Township Administration, including the Township Manager, Assistant Township Managers, and Department Heads. Individuals involved with the administration of Township functions have unique perspectives of the challenges and opportunities present within Abington Township. Delta will conduct an in-person visioning session with the Administration to ascertain their diverse perspectives on the economic future of the Township. The session will include a “SWOT” analysis to identify the Township’s strengths, weaknesses, opportunities, and threats as they relate to economic development. The visioning session will also entail Delta profiling economic development concepts and strategies utilized elsewhere in communities like Abington Township.

Task #6A: Engaging the Public to Understand the Public’s Vision

Public engagement is a crucial component to any planning and study process. Proper public engagement allows a diverse range of opinions and insights to be incorporated into the final deliverable. Delta envisions the public outreach to speak to four core principles:

- **Diversity and Inclusion**: Engage residents belonging to all demographic, socioeconomic, racial, ethnic, religious, gender expression, and sexual orientation groups.
- **Equity**: Ensure that the proposed economic development initiatives are equitable.
- **Sustainability**: Ensure that the proposed economic development initiatives are environmentally sustainable.
- **Resiliency**: Ensure that all proposed economic development initiatives are resilient and can withstand shifts in the economy.

Delta will undertake two (2) public visioning sessions. These will be held in the morning and afternoon to accommodate different schedules of area residents. Delta will seek the Township’s assistance with the following:

- **Assembling a List of Community Stakeholder Invitees**: Community leaders, business owners, civic associations, non-profit organizations, etc.
- **Selecting a Venue for Visioning Sessions**: The Township will select a readily accessible and centrally located venue for the visioning sessions.
- **Distributing Public Visioning Session Invites**: Delta will create flyers, virtual invites, and social media posts for distribution; the Township will distribute the flyers and virtual invites as appropriate, as well as post invites to the Township’s website and social media pages.

During the visioning sessions, Delta will undertake “SWOT” analysis to gauge the Township’s strengths, weaknesses, opportunities, and threats with both public stakeholders and residents. Ideas generated by the group will be placed on a whiteboard or large sticky note to spur discussion among all participants. Delta will also conduct a prioritization activity using piggy banks. Each participant will be given play money at the start of the session. Prior to leaving, participants will be asked to drop their money (comprised of a penny, nickel, dime, and quarter) into a piggy bank labeled with a selected economic development key theme for implementation. This activity is designed to identify key priorities among participants for economic development and provide a voice for those that are less comfortable in group sessions. To ensure that everyone’s voice is heard, Delta will also print out comment sheets available for all participants.



SOURCE: WWW.ABINGTONPA.GOV

Task #6B: Interactive Public Survey and Online Dashboard

Delta will utilize a premier suite of geospatial tools to create, maintain, and distribute an interactive survey to engage residents and stakeholders within the Township. Many federal, state, and local government agencies use location-based data and technology to improve operations and recognize the impact on their organizations when they use location to prioritize strategies, innovate, and collaborate with internal and external stakeholders. Delta’s staff has the training and hand-on experience using Environmental Systems Research Institute (ESRI) Geographic Information Systems (GIS) software to meet the unique needs of the Township.

Delta proposes the use of Survey 123 for ArcGIS to centrally locate, process and manage the data, enabling the team to work more efficiently within the timeline provided. To ensure equitable access during the data collection process, paper copies of the surveys will be made available for distribution. Surveys will be made available in English and Spanish with additional languages available upon request. Disability-related aids or services, including printed information in alternate formats, to enable persons with disabilities to participate in surveys will also be available. All responses collected by paper survey or other formats will be combined with Survey 123 results into a single database for analysis by Delta.

Survey 123 for ArcGIS is a simple and intuitive form-centric field data gathering solution that makes creating, sharing, and analyzing surveys possible in three simple steps: ask questions, get answers, and make better decisions. This data collection solution, already popular with users in public health, public works, resource

management, and disaster response replaces unreliable paper-based data collection with a trustworthy digital solution that fits the needs of personnel in diverse environments.

Step 1: Ask Questions

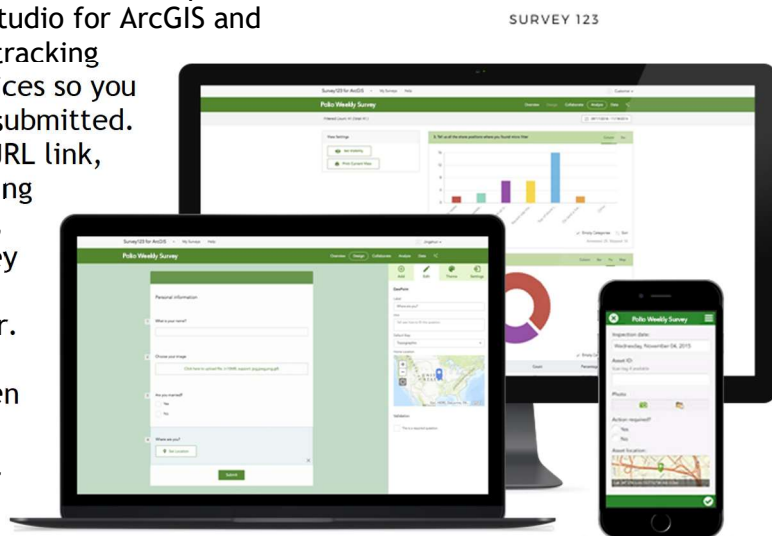
Delta will design the survey smart forms. A smart form has in logic that supports default values, skip logic, calculations, branching questions, and multiple languages. For example, as a respondent answers questions in the form, additional questions may appear or some questions be removed in later sections, depending on responses to previous questions. A smart form only asks questions that are applicable to the respondent. Surveys are then published to ArcGIS for live-action analysis.



Step 2: Get Answers

Survey 123 is a versatile solution that can support many different data collection methods. Using the Survey 123 mobile app, you can download the survey and start collecting data in the field. The Survey 123 mobile app is supported on iOS, Android, Windows, Mac OS X, and Ubuntu. It works on both smartphones and tablets as well as desktops. The mobile app was built using App Studio for ArcGIS and takes advantage of the location-tracking capabilities found on mobile devices so you will know where the survey was submitted. Surveys can also be shared as a URL link, another useful option for collecting survey information. For example, you can email someone the survey URL link that they can click to open the survey in a web browser. Survey 123 can collect data via web or mobile devices, even when disconnected from the internet. Delta will develop a manual/FAQ document to assist respondents in completing the electronic survey. This manual will provide an overview of the needs assessment program, how to use Survey 123, and contact information for any questions or concerns. Survey 123 requires no training because the product has been designed with simplicity in mind. In addition, completing forms is something that most people can do with

**AVAILABLE BY
MOBILE DEVICE,
TABLET, OR
DESKTOP**



absolutely no training. The Survey 123 user experience is form focused and meant for nontechnical end users.

Step 3: Create a Dashboard to Analyze Survey Results

An advantage of Survey 123 is that all data collected as part of the Feasibility Study can be taken one step further, transforming the survey results into live-action data visualizations with ESRI tools such as ArcGIS Dashboard. ArcGIS Dashboards leverages all Survey 123 results and provides an opportunity to incorporate data from other sources. Delta proposes the use of ArcGIS Dashboard's unique features to analyze survey responses by geographic location, including:

- Identifying Spatial Patterns
- Creating Interactive Symbology and Views To Emphasize Patterns
- Exploring Data and Discovering Spatial Relationships
- Accessing Demographic and Geopolitical Data To Predict Trends
- Displaying Key Metrics and Survey Data of Interest To Decision Makers

EXAMPLES OF ARCGIS DASHBOARDS



Federal, state, and local agencies across the United States are deploying ArcGIS Dashboard to monitor activities and performance in real time. Below are links to examples of ArcGIS Dashboards:

- Kentucky Infrastructure Authority Water & Wastewater Planning Dashboard:

<https://wris.maps.arcgis.com/apps/opsdashboard/index.html#/fcac0709f2f44663b35e544af5bb9f04>

- Salt Lake County Tax Incremental Finance Project Areas Dashboard:

<https://www.arcgis.com/apps/opsdashboard/index.html#/81022f968ab64da983a6e20105e89965>

- City of Novi Capital Improvement Projects Dashboard:

<https://novi.maps.arcgis.com/apps/opsdashboard/index.html#/fc5ae3dc8ed54882a772d592d8ae8eb9>

Step 4: Make Good Decisions

The survey data can be immediately accessed for analysis. Survey 123 includes reporting and mapping capabilities that can help detect and identify trends and patterns in survey data that ultimately will assist the Township in making the most beneficial and equitable economic development decisions possible.

Task #7: Compiling and Sharing Data Collected from Visioning Sessions/Workshops

Following the conclusion of the public visioning session, Delta will compile and assess the qualitative information gathered during the visioning session with Township Leadership, visioning session with Township Administration, the public visioning session, and online public survey. Delta will review the data for key themes and insights that will serve as the basis for findings of the feasibility study. Delta will ensure that all key themes speak to the four core principles of diversity and inclusion, equity, sustainability, and resiliency.



SOURCE: WWW.ABINGTONPA.GOV

Task #8: Completing the Feasibility Study to Determine Economic Development Opportunities

Using the qualitative and quantitative data gathered in the prior tasks, Delta will assemble a Feasibility Study to determine development opportunities for the Township. The Feasibility Study will include the following:

- Project/initiative location
- Project/initiative type
- Lead agency and organization for project/initiative
- Project/initiative consistency with prior planning and economic development efforts

The Feasibility Study will also include an Implementation and Action Plan comprised of the following components:

- Goals, action items, and action steps to outline strategies for implementation
- Partnerships required to accomplish the goals and action items
- Estimated cost of implementation and available local, state, and federal funding sources for implementation
- Implementation timeline

All goals, action items, and recommendations will consider four key themes:

- Diversity and Inclusion
- Equity
- Sustainability
- Resiliency

Delta will assist the Township in the overall implementation strategy by prioritizing the goals and action items based upon the project's readiness, funding considerations, and overall support of the community.

Task #9: Evaluation of Public Funding Opportunities

Drawing on our nearly 35 years of public funding experience, netting our clients nearly \$1.7 billion, Delta will also outline local, state, and federal public funding resources available to put the Township on a path to project implementation for identified projects and initiatives, including the funding agency, award range, application cycle/deadlines, and other considerations. Programs to be evaluated include, but are not limited to, the following:

- Redevelopment Assistance Capital Program (RACP) - Governor's Office of the Budget
- Multimodal Transportation Fund (MTF) - PA Department of Community and Economic Development & PennDOT

- Local Share Account (LSA) - PA Department of Community and Economic Development
- Business in Our Sites (BIOS) - PA Department of Community and Economic Development
- Industrial Sites Reuse Program (ISRP) - PA Department of Community and Economic Development
- Pre-Apprentice and Apprenticeship Grant Program - PA Department of Community and Economic Development
- Transportation Alternatives Set-Aside (TASA) - PennDOT
- Pennsylvania Infrastructure Investment Authority - PennVEST
- Rebuilding American Infrastructure with Sustainability and Equity (RAISE) - U.S. Department of Transportation
- EDA Public Works - U.S. Economic Development Administration

In evaluating these programs, and others that may be suitable, Delta will verify that the Township qualifies for funding based upon the project’s scope, cost, and any applicable geographic or income-based requirements. Delta will also work to leverage its relationships within public funding agencies, political caucuses, and among elected officials to ensure that the Township’s priority projects and initiatives have the proper exposure and support for successful acquisition of public funding. As part of the proposed scope of work, Delta and representatives from the Township will undertake interviews/conversations with the following contacts to set the stage for future funding requests:

- Senator Arthur Haywood - PA’s 4th Senatorial District
- Representative Ben Sanchez - 153rd Legislative District
- Representative Nancy Guent - 152nd Legislative District
- Ryan Emerson, Director of the Business Financing - Grants Office - PA DCED
- David Bratina, Director - PennDOT Multimodal Transportation Fund
- Jackie Koons-Felion, Transportation Planning Manager - PennDOT TASA Program
- Additional Program Managers of Selected Priority Programs

Task #10: Comprehensive Report/Final Deliverable

Task #10 will entail Delta assembling a final deliverable report for viewing by the Township Administration, Township Leadership, and the general public. Delta will undertake an on-site presentation to outline to highlights of the Feasibility Study, including proposed economic development initiatives and possible focus areas within the Township. Delta will provide both printed and electronic copies of the deliverable.

Project Timeline

Project Timeline

Feasibility Study for Economic Development in Abington Township						
	July	August	September	October	November	December
Task #1: Kick-Off Meeting						
Task #2: Review of Prior Revitalization, Economic, and Planning Studies						
Task #3: Demographic, Socioeconomic, and Market Demand/Industry Analysis						
Task #4: Visioning Session with Township Leadership						
Task #5: Visioning Session with Township Administration						
Task #6: Public Visioning Sessions						
Task #7: Compiling and Interpreting Visioning Information						
Task #8: Completing Feasibility Study						
Task #9: Comprehensive Report and Final Presentation						

Client List & References

Current Municipal Client List

- Butler County Board of Commissioners
- Carbon County Board of Commissioners
- Clarion County Board of Commissioners
- Greene County Board of Commissioners
- Tioga County Board of Commissioners
- Jefferson County Board of Commissioners
- Lycoming County Board of Commissioners
- Mifflin County Board of Commissioners
- City of Williamsport, Lycoming County
- Clarion Borough, Clarion County
- State College Borough, Centre County
- Cranberry Township, Butler County
- East Whiteland Township, Chester County
- Washington Township, Franklin County

References

Borough of Lansdowne

Scott McElree, Borough Manager | manager@quakertownboro.com
35 N. Third Street | Quakertown, PA 18951 | 215-536-5001

Cranberry Township

Daniel Santoro, Township Manager | Dan.Santoro@cranberrytownship.org
2525 Rochester Road Suite 400 | Cranberry Township, PA 16066 | 724-776-4806

No clients pose a conflict of interest for Delta and potential work with Abington Township.

Abington Township

Feasibility Study for Potential Economic Development

Price Proposal

Submitted by
Delta Development Group, Inc.
June 2, 2022
www.DeltaOne.com

Darren J, Asper, PP, AICP
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INC.

Delta Proposal Cost - Feasibility Study for Economic Development in Abington Township

Scope Item	Task	Total	
Hourly Expenses			
Task 1: Kick-Off Meeting	Kick-Off Meeting (On-Site) and Tour of Community		
Task 1 Subtotal		\$6,080	
Task 2: Review of Studies	Review of Prior Revitalization, Economic, and Planning Studies		
Task 2 Subtotal		\$1,940	
Task 3: Quantitative Analysis	Demographic, Socioeconomic, and Market Demand/Industry Analysis		
Task 3 Subtotal		\$3,140	
Task 4: Visioning Session w/Leadership	Visioning Session with Township Leadership		
Task 4 Subtotal		\$6,080	
Task 5: Visioning with Administration	Visioning Session with Township Administration		
Task 5 Subtotal		\$2,280	
Task 6A: Public Visioning Session	Conducting Public Visioning Session (On-Site)		
Task 6A Subtotal		\$13,680	
Task 6B: Creating Online Survey and Dashboard	Creating and Launching Public Survey and Dashboard		
Task 6B Subtotal		\$7,600	
Task 7: Compiling Visioning Information	Compiling and Interpreting Visioning Information		
Task 7 Subtotal		\$1,940	
Task 8: Completing Feasibility Study	Completing Feasibility Study		
Task 8 Subtotal		\$5,850	
Task 9: Public Funding Evaluation	Evaluation of Public Funding Opportunities		
Task 9 Subtotal		\$9,120	
Task 10: Final Document and Presentation	Preparing Final Deliverable and Presentation (On-Site)		
Task 10 Subtotal		\$8,060	
Monthly Progress Meetings	Monthly Progress Meetings		
		\$3,040	
Administrative Expenses and Other Expenses	Formatting/Scheduling	\$2,040	
	Hourly Subtotal		\$70,850
	Other Expenses		
	Data Acquisition Costs (EMSI, ESRI Business Analyst, IMPLAN, etc.)	\$2,500	
	Travel Expenses	\$1,000	
Expense Subtotal		\$3,500	
		\$74,350	

Delta Team Member Hourly Rates	
Darren Asper - Senior Vice President	\$275
Teresa Sparacino - Vice President	\$230
Dane Higbee - Senior Associate	\$185
Katie Hall - Associate	\$150
Maggie McGahen - Associate	\$150
Brandyn Smith - Associate	\$150
Deb Oakes - Administrative	\$85