RPA
RECREATION
PLANNERS &
ASSOCIATES

CAPABILITY STATEMENT

Public-Sector Advisory and Implementation Support
for Small Municipalities

FORWARD MOTION. CLEAR VISION.



Project Management | Budget Development | Municipal CIP Programs
Recreation Planning | Event Management

Practical leadership for public outcomes

Recreation Planners & Associates (RPA) is a management consulting firm helping municipalities and public-sector organizations transform community priorities into well-planned, financially responsible, and successfully delivered initiatives.

RPA specializes in serving small municipalities and localities with populations of 30,000 or fewer residents. We understand the challenges facing smaller jurisdictions: limited staffing capacity, competing operational demands, constrained budgets, complex procurement requirements, aging infrastructure, grant deadlines, and high expectations for visible community results.

Our firm provides experienced leadership, practical management systems, and hands-on implementation support in project management, budget development, municipal Capital Improvement Programs, recreation planning, and community event management.

25+	15+	≤30K
Years of recreation leadership	Years of project management	Target municipal population

Our advisory focus

- Municipal project and program management
- Budget development and financial planning
- Municipal Capital Improvement Program development
- Parks and recreation planning
- Event management and civic engagement

CORE CAPABILITY 01

Municipal Project and Program Management

RPA provides owner-side project leadership from initial concept through procurement, implementation, closeout, and operational transition.

- Project scoping and implementation planning
- Work breakdown structures and responsibility assignments
- Procurement and solicitation support
- Contractor and consultant coordination
- Schedule and milestone management
- Project budget monitoring
- Change-order and payment-review support
- Permit and regulatory coordination
- Risk identification and mitigation
- Executive and governing-body reporting
- Project documentation and closeout



CORE CAPABILITY 02

Budget Development and Financial Planning

RPA helps local governments develop transparent, defensible budgets that connect available resources with adopted priorities and measurable outcomes.

- Operating and capital budget development
- Project cost models and budget narratives
- Multi-year expenditure forecasting
- Capital funding strategies
- Cash-flow and implementation schedules
- Grant-funding alignment
- Cost-control and expenditure tracking
- Departmental budget reviews
- Council-ready financial summaries and dashboards

CORE CAPABILITY 03

Municipal Capital Improvement Programs

RPA assists municipalities in developing and managing practical Capital Improvement Programs that move projects from an adopted list to active delivery.

- Five-year and ten-year CIP development
- Capital-project identification and prioritization
- Project-readiness assessments
- Procurement and implementation sequencing
- Engineering and permitting milestone coordination
- Grant and reimbursement deadline tracking
- Project dependency mapping
- Staff-capacity and workload planning
- Critical-path analysis
- Capital-project risk registers
- Monthly milestone dashboards
- Governing-body implementation reports

CORE CAPABILITY 04

Parks and Recreation Planning

RPA provides community-centered planning and operational support for parks, recreation facilities, programs, public spaces, and departmental systems.

- Parks and recreation master planning
- Facility and program assessments
- Recreation needs assessments
- Park-development and renovation planning
- Operations and maintenance plans
- Facility-use policies and procedures
- Program-development strategies
- Community and stakeholder engagement
- Partnership-development strategies
- Recreation-department operational reviews
- Implementation plans and performance measures

CORE CAPABILITY 05

Event Management and Civic Engagement

RPA plans safe, organized, and memorable municipal events supported by clear responsibilities, strong partnerships, and effective public communication.

- Event concepts and operational plans
- Event budgets and procurement schedules
- Site and logistical planning
- Staffing and volunteer coordination
- Vendor and community-partner management
- Public-safety and emergency coordination
- Traffic, parking, and pedestrian planning
- Severe-weather and contingency planning
- Communications and stakeholder coordination
- Event-day command structures
- Post-event evaluations and improvement plans

Focused expertise. Scalable support.

01

Small-Municipality Focus

Our services are designed around the operating realities of smaller jurisdictions. RPA provides scalable solutions that strengthen local capacity without imposing unnecessarily complex systems or oversized consulting structures.

02

Executive and Operational Experience

RPA combines executive-level municipal perspective with direct operational experience. We understand both the decisions made in leadership meetings and the detailed work required to execute those decisions successfully.

03

Implementation-Oriented Consulting

We do more than produce recommendations. RPA develops work plans, schedules, budgets, assignments, dashboards, operating procedures, and management tools that staff can immediately use.

04

Multidisciplinary Project Experience

Our experience encompasses facility construction, adaptive reuse, parks, athletic complexes, historic properties, parking infrastructure, recreation planning, procurement, public engagement, departmental operations, and major community events.

05

Responsible Public Stewardship

RPA approaches every engagement with integrity, transparency, fiscal responsibility, organized documentation, and respect for the public decision-making process.

06

Customized and Collaborative Service

Every engagement is tailored to the locality's priorities,

staffing capacity, financial position, governing structure, and community expectations. RPA works collaboratively with elected officials, administrators, department directors, employees, consultants, contractors, community organizations, and residents.

Selected public-sector engagements

Ragsdale Community Center Renovation

Adaptive Reuse and Construction Management | Budget: More Than $3 Million

Supported the renovation and rehabilitation of a 22,000-square-foot former manufacturing facility into a community center and public library. Responsibilities included site construction management, safety oversight, permit coordination, construction-document review, stormwater and SWPPP coordination, special inspections, payment review, change-order management, and contract administration.

County Project Work Sports Complex

Athletic Complex Development | Phase I Budget: More Than $2.6 Million

Supported Phase I development of a planned three-phase, 122-acre sports complex featuring athletic fields and passive recreation amenities. Responsibilities included project coordination, procurement of site amenities and athletic equipment, maintenance-equipment selection, purchasing, and operations and maintenance planning.



Historic County Project Work Courthouse Renovation

Historic Facility and Visitor-Center Development

Managed aesthetic and structural renovations to an historic 1851 courthouse, including flooring, painting, restroom improvements, carpeting, structural enhancements, sidewalks, and landscaping. Coordinated project planning and worked with the Virginia Department of Historic Resources to support appropriate review and compliance.

REPRESENTATIVE EXPERIENCE — CONTINUED

Eastside Community Center Infrastructure Improvements

Parking, Lighting, and Signage | Budget: Approximately $320,000

Supported paving of a five-acre parking area, installation of LED parking-lot lighting, and development of a new facility entrance sign. Responsibilities included drawing and site-plan review, sign design and specifications, procurement, pre-bid coordination, competitive bidding, and construction oversight.

Parks and Recreation Department Master Plan

Strategic Planning and Public Engagement | Budget: Approximately $90,000

Managed development of a long-range departmental master plan designed to guide the future balance of community recreation facilities, amenities, programs, and investments. Responsibilities included RFP development, consultant interviews, procurement, public engagement, leadership meetings, and coordination of data, statistics, and facility inventories.

Ferndale Park Planning

Park Operations and Implementation Planning

Developed preliminary operating strategies for a proposed regional park renovation, including maintenance planning, programming, resource coordination, operational policies, procedures, and park-use standards.

Partnerships, tools and clients

Community Partnership Experience

RPA's leadership experience also includes collaborative community projects such as:

- Citizen-supported skate park development
- Eagle Scout picnic-shelter, footbridge, and flag-depository projects
- Batting-cage construction in partnership with Richard Bland College
- Coordination with libraries, extension services, civic organizations, volunteers, public-safety agencies, and regional partners

Management Tools and Deliverables

- Project implementation plans
- Procurement schedules
- Work breakdown structures
- Gantt schedules
- Responsibility matrices
- Capital-project dashboards
- Risk registers
- Budget-monitoring tools
- Standard operating procedures
- Strategic communication plans
- Meeting and decision logs
- Executive memoranda
- Council presentations
- Monthly progress reports
- Operations and maintenance plans
- Post-project and post-event evaluations

Clients We Serve

- Towns, cities, counties, and other local governments
- Municipalities with populations of 30,000 or fewer residents
- Parks and recreation departments
- Public works and community-development departments
- Local government authorities and commissions
- School divisions and public institutions
- Community centers and recreation organizations
- Nonprofit and civic organizations
- Public-private and intergovernmental partnerships

Built for municipal partnership

NAICS Codes

DESIGNATION	CODE AND DESCRIPTION
Primary	541611 — Administrative Management and General Management Consulting Services
Secondary	541618 — Other Management Consulting Services
Secondary	711320 — Promoters of Performing Arts, Sports, and Similar Events without Facilities
As applicable	561920 — Convention and Trade Show Organizers

Corporate Information

Legal Business Name	Recreation Planners & Associates
Business Acronym	RPA
Business Structure	[Insert legal entity type]
Primary NAICS	541611
Secondary NAICS	541618
UEI	[Insert after SAM.gov registration]
CAGE Code	[Insert after assignment]
Virginia SWaM Certification	[Insert status, if applicable]
Service Area	Virginia and select public-sector markets
Primary Market	Municipalities and localities with populations of 30,000 or fewer residents

Experienced municipal perspective

KEYSTONE GLOBAL HOLDINGS LLC

RPA is led by KeyStone Global Holdings LLC, an executive-level recreation and public-sector professional entity with 25 years of recreation planning, management, and operational experience and 15 years of construction and project-management experience.

Its professional background includes capital-project oversight, departmental administration, recreation-system planning, procurement, public works coordination, community engagement, facility operations, partnership development, and municipal event management.

Schedule a Capability Briefing

Contact RPA to discuss your municipality's priority projects, operational challenges, capital program, recreation needs, or upcoming public events.

RECREATION PLANNERS & ASSOCIATES

Contact us:

Email: recreationplanners@outlook.com

Website: www.rpaa.com