

BOARD OF COMMISSIONERS
AGENDA
Monday, July 11, 2022 – 6:30 PM

Radnorshire Room
Special Meeting of the Board of Commissioners

1. Pledge of Allegiance
2. Presentations Related to the Township's Comprehensive Plan Update
 - A. Presentation by FHI Studio
[FHI Studio - Radnor Township Comprehensive Plan.pdf](#)
 - B. Presentation by Bergmann
[Radnor Township Comprehensive Plan 2022_Bergmann.pdf](#)
 - C. Presentation by Michael Baker International
[Radnor Township Comp Plan_MBI_final.pdf](#)
3. Adjournment

Meeting Notice

The Radnor Township Board of Commissioners will hold a special meeting on Monday, July 11, 2022 at 6:30 p.m. in the Radnorshire Room of the Township Building, 301 Iven Avenue, Wayne, PA 19087. The purpose of this meeting is to hear presentations relating to the Radnor Township Comprehensive Plan Update, no deliberation or vote will be taken by the Board.



April 5, 2022

Radnor Township Comprehensive Plan Update

Submitted to: Radnor Township

April 5, 2022

Melissa Conn
Administrative Services Coordinator
301 Iven Avenue
Wayne PA 19087-5297

Dear Ms. Conn and the Comprehensive Plan Selection Committee:

Radnor is successful. Decades of work has created a strong community with great amenities. More people live, work, shop, and relax in the Township than ever before. However, like all communities, it continues to confront challenges related to changing residential demographics, technological innovations that are disrupting businesses, and changes in the way that we view the environment, among others.

FHI Studio is excited for an opportunity to work with you on these challenges and opportunities. Our team of planners, ecologists, engineers, and designers has a passion for enhancing communities like yours. From a one-woman founder to a staff of nearly 50 professionals in 2022 FHI Studio continues to grow without sacrificing what matters most: our client service, our culture, and our values.

FHI Studio integrates expertise in a wide array of services and technical disciplines. Across environmental science, community engagement, mobility, landscape architecture, economic development, and land use, we look at the whole to understand the parts of every project. From internal brainstorm sessions to client, stakeholder, and public workshops, we bring a diversity of knowledge and the creativity to get things done.

FHI Studio proposes a process for updating your Comprehensive Plan which combines tried-and-true methods for analyzing existing conditions and developing recommendations with a robust community engagement process that will establish a strong vision and goals for the next 10 years. With 35 years of experience engaging communities and providing transportation, environmental, and land use solutions, FHI Studio can help you:

- Create a forward thinking, innovative, and unique plan that goes beyond generic ideas of the good towards a genuine vision for what will make your community great.
- Identify underlying conflict points that cause tensions in the community and develop creative solutions that have broad community support.
- Learn about best practices across the county and how to implement them locally.
- Create a guide for setting preservation and land use policy and implementation.
- Develop a strong plan for implementation that puts you in the best position to get started immediately after adoption.

The project will be managed by Adam Tecza, AICP, PP. Adam has lead numerous multi-disciplinary teams in the creation of comprehensive plans, including comprehensive planning efforts that won American Planning Association - New Jersey Chapter Awards. Adam is skilled multi-disciplinary planner and urban designer. He has led economic development, transit oriented development, complete streets, and redevelopment planning projects. He is based in the City of Philadelphia and will be readily available to meet your needs.

If you have any questions, please do not hesitate to contact the Adam Tecza at atecza@fhistudio.com or at 917-933-7445 or myself at ctillery@fhistudio.com or 203-281-3533.



Carla Tillery
President of FHI Studio



Jersey City Pedestrian Enhancement Plan

Creating a Bold yet Implementable Plan

The FHI Studio Team is excited to create a **forward thinking and innovative plan** that helps make Radnor a great place. The people-focused plan will comprise of an **inclusive and sustainable vision** for Radnor Township that has broad community support; a clear **policy framework** to support the vision; and an **implementation strategy** for achieving the stated outcomes of the plan.

Residents, stakeholders, and business owners will be partners in creating the plan. They will understand the major opportunities and constraints that shape the plan's recommendations and be able to clearly articulate the major implementation steps necessary to effectuate the plan. People who have never actively been involved in placemaking in Radnor Township will become some the plan's greatest proponents.

Radnor Township is a proud community that is rich in history. It deserves a forward thinking plan that will respond to emerging economic, social, technological, and environmental challenges and opportunities to ensure it remains one of the region's greatest places.

How We Will Make It Happen

The scope of services established in the Request for Proposals is well thought out and aligns with our approach to Township planning. We do not anticipate any significant deviations and will perform the tasks as described. Within that scope, we have identified the following critical tasks.

Project Coordination

FHI Studio will work under the direction of the Township's project manager in coordination with the Comprehensive Plan Update Committee (CPUC). The project coordination task will include the following elements:

Project Meetings: FHI Studio will conduct up to six (6) project meetings with the CPUC. These meetings will be working sessions intended for the synthesis of the existing Plan elements completed to date by the Township and CPUC into a final draft plan. During these meetings it is expected that the team will, collect and share project information, discuss Plan actions and strategies, coordinate final community engagement efforts, and discuss Plan drafts.

The meetings will utilize an interactive format that encourages discussion and will provide a work-group setting in which the technical team can learn about relevant local issues and concerns; discuss specific alternatives and establish appropriate methods and approaches to advancing study recommendations. It is anticipated that these meetings will be conducted via a virtual meeting platform, although our team is capable of conducting in-person meetings should public health conditions and guidance allow.

Project meetings will have the following main objectives:

- Conduct a project kick-off meeting, discuss data needs, final public outreach and schedule

- Present existing conditions findings and conduct a working session to develop and refine a Plan vision and goals
- Discuss findings from community engagement efforts
- Conduct topic discussions based on community engagement and existing conditions findings
- Conduct an action and strategies discussion
- Present Plan drafts

Monthly Project Coordination Calls: FHI Studio will conduct monthly project coordination conference calls with the Township's project manager.

Community Engagement

FHI Studio will put a robust community engagement process at the center of the plan update. Thirty-five years ago, FHI Studio began as a one-woman planning firm focused on public involvement. As we have grown to include multiple service lines, community engagement has remained at the center of everything we do. We are proud of the fact that we remain an industry leader, setting the bar for what equitable and inclusive engagement means.

For this project we propose the following approach to engagement and look forward to refining it based on your feedback.

Project Website

FHI Studio will create and maintain a stand-alone project website that will include the provision

of general project information, findings, and recommendations, as well as announcements of the dates and times of upcoming meetings or other project events. Should the Township prefer, we will provide content for a page on the Township website.

Focus Group Meetings

The Township has a number of major stakeholders who play an important role in shaping the community, including Villanova University, Cabrini College, Eastern University, and Valley Forge Military Academy and College, Radnor Financial Center, Radnor Corporate Center, and Penn Medicine.

At the same time, there are numerous entities which will be partners during implementation, including SEPTA, PennDOT, and Delaware County, among others.

These entities - as well as key civic/community groups, department heads, religious institutions - need to be engaged early. As such, FHI Studio will work with the Township to identify participants for 6 virtual topic-driven virtual focus group meetings.

Virtual Workshop

Online virtual engagement is an effective way to obtain high-quality input from diverse stakeholders and interests, and often from community members who would not attend a conventional in-person meeting.

FHI Studio has developed a proprietary online engagement tools that has a proven track record of obtaining high-quality results. As part of the Jersey City Master Plan, we utilized these tools to get input from more than 300 participants. Participants were able to



We feel SEEN! Thank you so much for your work on this. **This truly reflects the feedback from stakeholders and ultimately the whole neighborhood.** I really look forward to seeing the implementation of this plan and supporting however we can.

Chelsea Carter

Vice President

Sgt Anthony Park Neighborhood Association
Jersey City Small Area Vision Plans

map issues and opportunities, participate in virtual visual preference surveys, share their ideas and like others, and answer questions about their priorities for the study area.

More recently, a similar online workshop created for the Red Bank Master Plan in New Jersey had more than 70 people participate in the first week that the workshop was open.

FHI Studio will work with the Township to prepare such a workshop. Our experience is that these workshops are excellent starting points, helping us to identify what participants see as priorities and where they think work needs to be done.

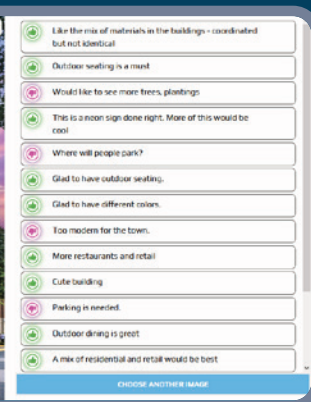
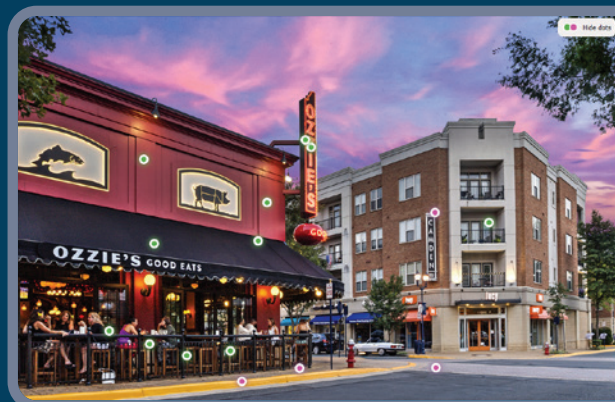
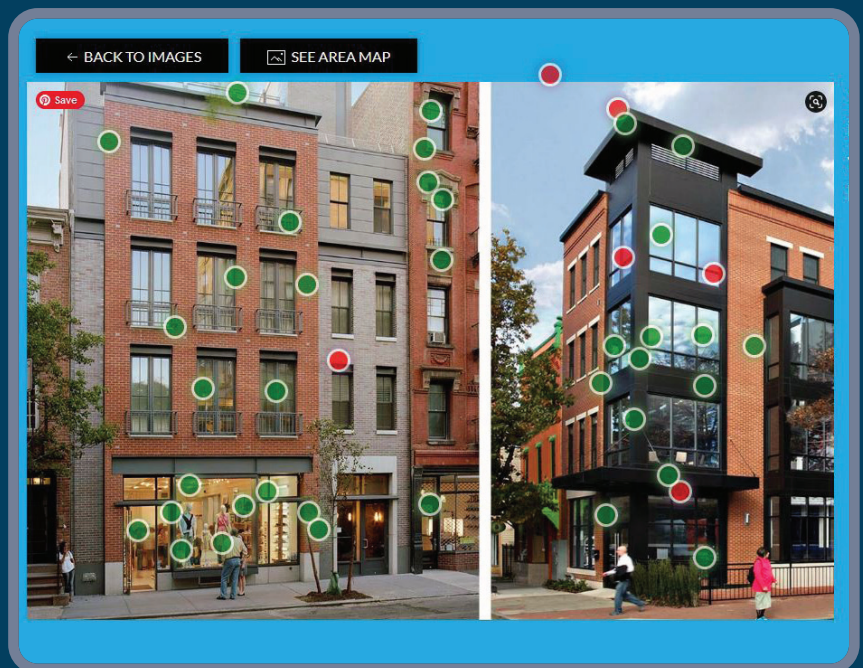
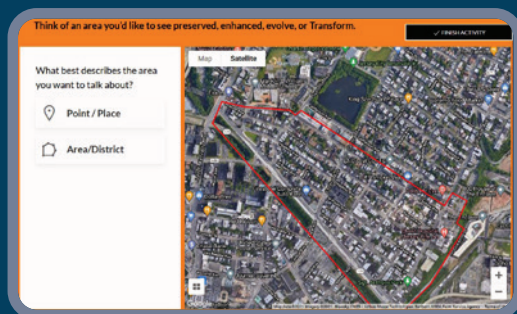
Social Media

FHI Studio will create a series of engaging social media posts that will advertise the start of the project

and promote the virtual workshops. We have allocated a budget to pay for direct advertising on Facebook, a strategy that has yielded strong results in previous projects.

Pop-up Community Outreach

Pop-up outreach takes engagement to the people. Outreach is conducted at popular community events where the project team will have the opportunity to speak with a wide range of residents, visitors, and other interests. Project team members could be stationed at a table or float at a community event speaking with passersby. Team members could be outfitted with tablets and solicit participation in the interactive online survey. Community events such as the Sidewalk Sale, Street Life, or the Farmers Market would be considered for pop-up participation. FHI Studio will attend up to two events or locations to



Virtual Workshop Activities

FHI Studio has developed online activities in-house, leveraging more than 30 years of community engagement experience to achieve more meaningful feedback.

promote the Virtual Workshop and spread the word about the plan update.

Public In-Person Workshops

FHI Studio will conduct one in-person workshop. During the workshop we will present the findings from the Virtual Workshop and work with attendees to identify plan recommendations. This workshop will be highly engaging and collaborative.

Public Hearing

FHI Studio will assist the Township to conduct a public hearing for adoption of the plan. The meeting will be conducted online or in-person if public health conditions allow.

Existing Conditions Assessment

An action-oriented plan must be grounded in a good existing conditions assessment which establishes where the Township has been, where it is now, and what possible future might include. The following subtasks will help us answer those questions.

Review of the 2003 Comprehensive Plan and subsequent planning efforts: FHI Studio will work with the Township to redline the existing plan to identify what remains relevant, what needs to be updated, and where there are gaps that need to be addressed. This redlined document will be a guide for the rest of the planning work.

Demographic and Socioeconomic Trends:

This effort will include collection, organization, presentation, and review of data from US Census Bureau, County Data, information from DVRPC, and the State of Pennsylvania. We will also review data available from data sets such as ESRI Community and Business Analyst.

Mapping: FHI Studio will prepare required and needed maps for inclusion in the Plan and for stand-alone use. All maps will be developed in ArcMap GIS and finished in Adobe Illustrator.

Topic Data: FHI Studio will research and provide relevant data including, but not limited to, land use and zoning, economic, housing, transportation, facilities, utilities, historic resources, and other similar data. We will present this data in narrative, tabular, and graphical format that helps to frame the key trends and issues in Radnor.

Vision and Goals

The current plan does not currently have an overarching vision and community goals section. FHI Studio strongly recommends using the robust community engagement process to create this section. This section is critical for a systems approach to planning because it helps to guide the development of individual elements, ensuring they work together towards a common set of goals.

Implementation Plans

FHI Studio will develop an accountable implementation plan for the Comprehensive Plan that provides targeted strategies and actions. The implementation plan will identify responsible parties and/or policy champions for strategies and actions. The Plan will also recommend funding sources for implementation items. FHI Studio will identify implementation indicators, benchmarks, and targets as feasible to measure progress towards implementation of strategies.

Final Plan

FHI Studio will create an updated Comprehensive Plan that meets the State's requirements and is a useful resource for Township staff. We will guide the Township through the Plan submission and approval process and will attend the public hearing for adoption of the plans as necessary to support their adoption.

FHI Studio will provide the Township with ten (10) bound hard copies of the Plan. FHI Studio will also provide the document in an interactive PDF format that provides hyperlinks between related content. The document will be easy to navigate and will be graphically appealing. FHI Studio will provide the Township with all supporting native format digital files including, but not limited to, GIS files.

Why We Will Deliver

Quality plans are only part of what FHI Studio delivers. As a firm, we pride ourselves on establishing strong long-lasting relationships with our clients. For 35 years, we have been delivering the highest-quality products, responding quickly and effectively changing project needs, and maintaining the highest ethical standards.

Brittany N. Forman, MPA, PMP

Borough Manager
Media Borough
Bforman@mediaborough.com
610-566-5210 x242

FHI Studio is working with Brittany on the Media Borough Hybrid Form-Based Code. Brittany can speak to FHI Studio's commitment to robust community engagement as well as our ability to address a variety of complex planning issues, including how to effectively implement comprehensive plan goals through zoning.

Jeff Perlman

Senior Director of Planning
North Jersey Transportation
Planning Authority
973-639-8445
jperlman@njtpa.org

FHI Studio has completed several planning, revitalization, and transit-oriented development projects in partnership with Jeff Perlman and NJTPA. He can speak to FHI Studio's planning, economic development, community engagement, and multi-modal planning expertise.

Rick Schultz

Town Planner
Town of Monroe
rschultz@monroect.org
203-452-2812 x 1062

FHI Studio worked with the Town of Monroe to update their Plan of Conservation and Development. Rick can speak to how FHI Studio successfully conducted several thematic meetings in support of the Plan and quickly shifted gears to an online meeting format for monthly meetings and for a larger public planning workshop following the institution of pandemic related restrictions.

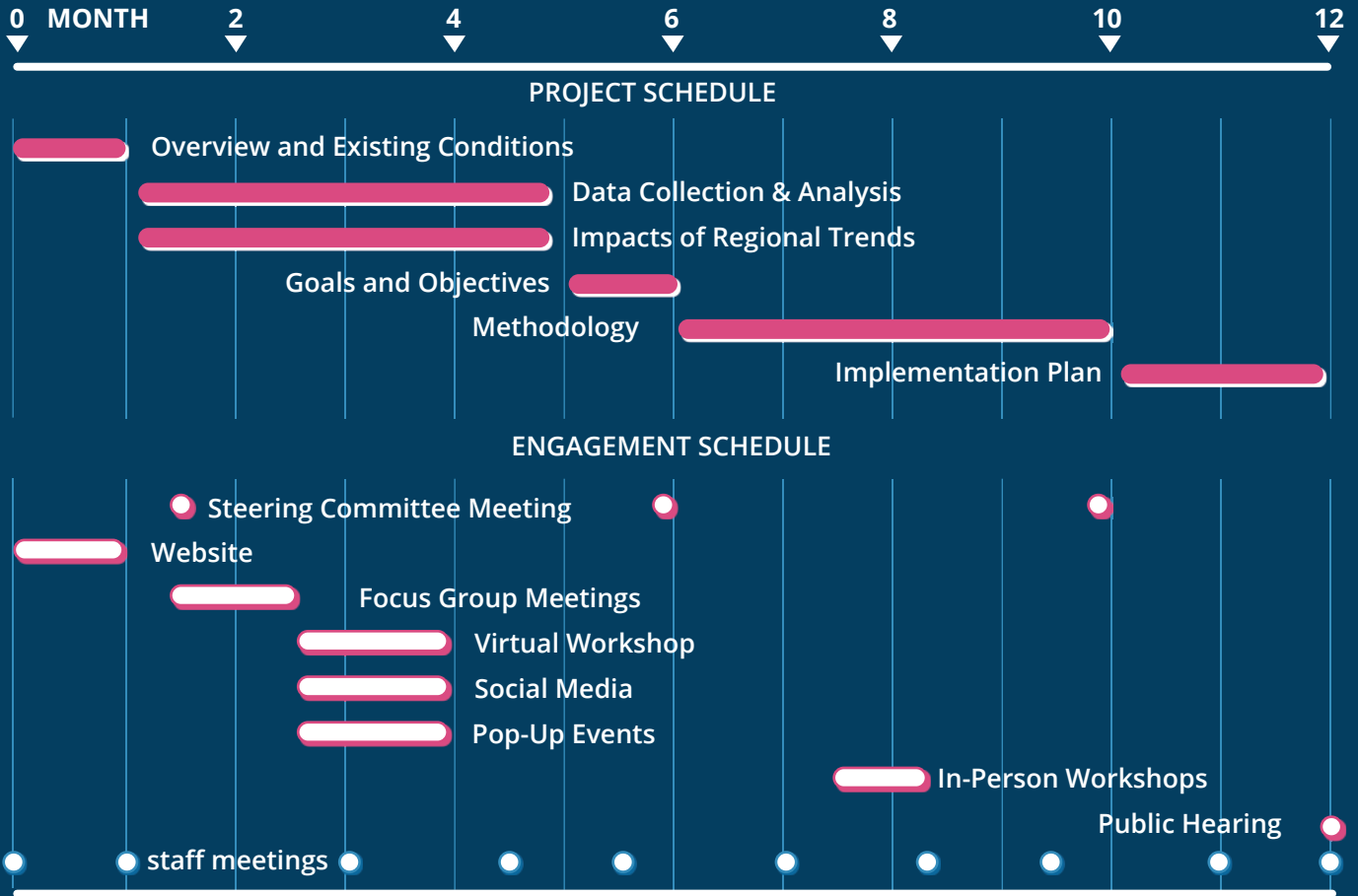
Similar Planning Work

- » Stratford, CT Plan of Conservation & Development (POCD)
- » Fairfield, CT POCD
- » Berlin, CT POCD and Affordable Housing Plan
- » Danbury, CT POCD
- » Milford, CT POCD
- » Lower Connecticut Regional POCD
- » Monroe, CT Plan of POCD
- » Woodbury, CT Plan of POCD
- » West Hartford, CT Plan of POCD
- » Bridgeport, CT Master POCD
- » Red Bank, NJ Comprehensive Plan *
- » Bangor, ME Comprehensive Plan *
- » Jersey City, NJ Master Plan Update *

* sub-consultant

Timeline

Our team prides itself on bringing in projects on-time. We will work with you to refine this project schedule on an as-needed basis.



Your Team



Francisco Gomes AICP, ASLA
Senior Advisor



Adam Tecza AICP, PP
Project Manager



Rory Jacobson AICP
Deputy Project Manager



Leslie Black
Engagement Specialist



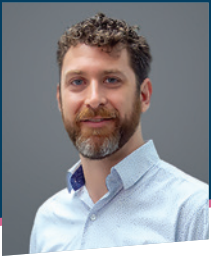
Michael Ahillen AICP
Mobility Specialist



Stephanie Dyer-Carroll AICP
Environmental and Cultural Resources Specialist



Phil Barlow PLA, AICP
Open Space Specialist



Adam Tecza AICP, PP

Project Manager

Adam has led numerous multi-disciplinary teams in the creation of comprehensive plans, redevelopment plans, zoning ordinances, and urban design projects. His work emphasizes the value of culture, history, and economy of place as the foundation for bold yet viable proposals. Two of Adam's projects have won American Planning Association - New Jersey Chapter Awards: the Trenton250 Master Plan and the Cherry Hill Master Plan. In 2018, a number of Adam's illustrations were published as part of Site Planning: International Practice by Gary Hack.

Jersey City Master Plan | Jersey City, NJ | 2020 – 2021

The Jersey City Master Plan included Small Area Vision Plans for three communities in Jersey City. Adam led a robust community-engagement effort that included stakeholder interviews, on-demand online workshops, and online public meetings. He also crafted clear and actionable goals which gained widespread community support. The final plan included detailed land use, regulatory, and mobility recommendations for each area that demonstrated how the community-goals could be achieved.

Trenton 250 Master Plan (Trenton250.Org) | Trenton, NJ | 2014 - 2017 *

Trenton250 is a model for visioning efforts in diverse communities with historic barriers to civic engagement. The Plan was developed in two phases: a community visioning phase and a "core" elements phase. The final Plan leveraged a one-of-a-kind website (Trenton250.org) to facilitate multi-disciplinary planning. The result is a blueprint for Trenton's redevelopment over the course of the next 20 years. Adam was project manager for both phases which culminated in the creation of six master plan elements (Land Use, Environment, Circulation, Education, Economic Development, and Housing) as well as an overall vision. Trenton250 also included district plans that identified how the recommendations would be implemented in each of the City's planning districts.

Cherry Hill Township Master Plan | Cherry Hill, NJ | 2016 – 2018 *

The Cherry Hill Master Plan goes beyond the technical requirements for a master plan document—it tells the Township's story from its beginnings as an agricultural center and continues into today and years into the future to a 21st century suburb in 2028. Highlights of the plan include Land Use and Economic Development Toolkits and a detailed "Plans for Place" section. As Project Manager, Adam coordinated the development of all aspects of the Plan from existing conditions through final recommendations.

Hybrid Form-Based Code | Media, PA | 2022 – Present

Adam is leading the development of a hybrid form-based code for the residential districts in Media. The zoning update includes a robust community engagement process to identify what core elements matter most the community. In a graphic rich ordinance, the Borough will ensure that new development and renovations meet the vision set in the Comprehensive Plan.

Township Sustainable Economic Development Plan

Raritan Borough, NJ | 2020 – 2021

Keyport Complete Streets Policy and Implementation Plan

Keyport Borough, NJ | 2020 – 2021

Smart & Connected Community Master Plan for the Philadelphia Navy Yard

Philadelphia, PA | 2019 – 2021

Trenton Transit Center Circulation Improvements – Local Concept Development Study

Philadelphia, PA | 2019 – 2021

City of Philadelphia Streets Department Washington Ave Loading & Parking Recommendations

Philadelphia, PA | 2016*

** Work Completed before joining FHI Studio*



Francisco Gomes AICP, ASLA

Senior Project Manager

Francisco specializes in master planning and multimodal transportation. He integrates his technical expertise in the areas of transportation planning, community planning, and urban design within the broader discipline of placemaking for people. Francisco's experience includes the development of municipal and regional master plans, creation of bicycle and pedestrian master plans, transit-oriented development plans, town center revitalization planning and urban master planning. Francisco uses digital media to communicate design and planning concepts to stakeholders ranging from the general public to elected officials and planning professionals.

- Thompsonville TOD Zoning Code** | Enfield, CT | 2017 – 2018
- Branchville Transit Oriented Development Plan** | Ridgefield, CT | 2015 – 2017
- West Hartford Center Visioning Study** | West Hartford, CT | 2017
- Berlin Plan of Conservation and Development and Affordable Housing Plan** | Berlin, CT | 2021 – Ongoing
- Mobility and Parking Management Study** | Ossining, NY | 2020 – 2021
- Bicycle Facilities Design** | Hartford, CT | 2019 – Ongoing
- Branchville Pedestrian Enhancements** | Ridgefield, CT | 2019 – Ongoing
- Zoning Regulations Update** | Woodbury, CT | 2019 – 2021
- Farmington Avenue Streetscape** | Hartford, CT | 2017 – 2021



Rory Jacobson AICP

Senior Planner

Rory's skills focus on urban design, community planning, multimodal transportation planning, and cultural and historic resources. Rory combines her experience with an eye for enhancing the sense of place within the communities she works for. With a background in Landscape Architecture, she is able to visually depict graphically robust design scenarios that are both functional and aesthetically compelling to the user. Rory's experience includes the creation plans of conservation and development, historic and cultural resource plans, town and village center revitalization planning and urban master planning.

- Plan of Conservation and Development Update** | West Hartford, CT | 2018 – 2020
- Master Plan of Conservation and Development Update** | Bridgeport, CT | 2018 – 2019
- Plan of Conservation and Development** | Woodbury, CT | 2019 – 2020
- Plan of Conservation and Development** | Monroe, CT | 2019 – 2021
- Regional Plan of Conservation and Development** | Lower Connecticut River Valley, CT | 2019 – Ongoing
- Plan of Conservation and Development** | Litchfield, CT | 2016 – 2017
- Old Saybrook Parks Masterplan** | Old Saybrook, CT | 2020



Leslie Black

Community Engagement Director

Leslie's focus and experience is in working with the general public to address issues in consensus-building efforts. As a skilled community organizer, she is adept at planning and chairing public meetings and stakeholder focus groups, organizing events, making presentations, and building and working with effective committees. Leslie specializes in creating user-friendly newsletters, flyers, websites, and media releases to inform and involve the public in projects. Outreach efforts have included transportation, planning, and environmental documentation projects.

Smart & Connected Community Master Plan for the Philadelphia Navy Yard | Philadelphia, PA | 2019 – 2021

Lower Hudson Transit Link Program | Rockland & Westchester Counties, NY | 2015 – 2021

Strategic Highway Safety Plan | Statewide, NJ | 2019 – 2021

Innovative Outreach for the NJTPA'S Plan 2045 | Northern NJ | 2016 – 2017

PennDOT District 5-0: 7th Street Multimodal Corridor Study | Allentown, PA | 2014 – 2016

15th Street and City Hall Subway Station Improvements | Philadelphia, PA | 2014 – Ongoing

Roosevelt Boulevard Improvement Program Management | Philadelphia, PA | 2015 – 2020



Michael Ahillen AICP

Project Manager

Michael has used his expertise in transportation planning and public involvement to enhance the livability and economic vitality of urban areas across North America and Australia. His project experience includes transit studies, bike system design, bikeshare feasibility studies, pedestrian planning, parking studies, and economic development plans. In addition to technical planning, he has extensive experience leading innovative and inclusive community engagement efforts.

Complete Streets Policy and Implementation Plan | Keyport Borough, NJ | 2020 – 2021

Pedestrian Enhancements Plan | Jersey City, NJ | 2017 – 2018

Parking Management Plan | Jersey City, NJ | 2019 – 2020

County Roadway Safety Study | Somerset County, NJ | 2020 – Ongoing

Route 126 Bus Study | Hoboken, NJ | 2019 – 2020

County Hike + Bike Master Plan | Suffolk County, NY | 2019

John F. Kennedy Boulevard Safety Corridor Study | Hudson County, NJ | 2018 – 2019

Greater Nyack Bicycle & Pedestrian Master Plan | Nyack, NY | 2017 – 2018

Waldorf Urban Area Bicycle/Pedestrian Connectivity Analysis | Charles County, MD | 2018



Stephanie Dyer-Carroll AICP

Director of Environmental Services

Stephanie is a Senior Project Manager with more than 27 years of experience in NEPA and state-level environmental documentation, Section 106 compliance, Section 4(f) evaluations, cultural landscape assessments, master plans, and siting studies for government and private sector clients. She has expertise in visual analysis and extensive experience integrating NEPA and Section 106 compliance. Stephanie currently serves as Director of FHI Studio's Environmental Service Line

JFK Airport Modernization | Queens, NY | 2019 – 2020

Van Cortlandt Park Pedestrian Bridge Project | Bronx, NY | 2019

Brooklyn Bridge-Montgomery Coastal Resilience Project | New York, NY | 2019 – Ongoing

Seabrook-Hampton Bridge Preliminary Design | Seabrook and Hampton, NH | 2018 – Ongoing

Gurski Homestead Concept Plan | Brookfield, CT | 2017

CT Department of Administrative Services Environmental On-Call Contract | Statewide, CT | 2016 – Ongoing

Westport Center Historic District National Register Nomination | Westport, CT | 2014 – 2016

Branchville Transit Oriented Development Plan | Ridgefield, CT | 2015 – 2016



Phil Barlow ASLA, LEED AP

Manager of Landscape Architecture

Phil currently serves as Manager of Landscape Architecture with over 30 years of experience with an emphasis on the design of public spaces, schools, parks, and the renovation of historic landscapes. His projects have been recognized with dozens of awards from institutions including the Connecticut Chapter of the American Institute of Architects, Connecticut Chapter of the American Society of Landscape Architects, Connecticut Chapter of the American Planning Association, The Connecticut Trust for Historic Preservation, the National Concrete Masonry Association, Connecticut Main Street Center, and Connecticut Building Congress. In 2016, he was elected Chairman of the Board of Landscape Architects for the State of Connecticut.

Waterbury Green Master Plan | Waterbury, CT

Norwalk River Linear Park | Norwalk, CT

Scalzi Park | Stamford, CT

Sigourney Square Park Improvements | Hartford, CT

Forster Heights Park | Hartford, CT

Elizabeth Park | West Hartford, CT

Chelsey Park | New Britain, CT

Walnut Hill Park | New Britain, CT

Main Street Park | Essex, CT

Winding Trails Master Plan | Farmington, CT

Compo Beach | Westport, CT

Greenwich Plan of Conservation and Development

Greenwich, CT | 2019

FHI Studio provided art direction, graphic design, and document layout for the Town of Greenwich's Plan of Conservation and Development. We developed a design identity for the document, evoking the upscale and refined character of the community within a plan that was fresh, modern, and professional. We also created eye-catching and informative infographics throughout the document to help explain various planning topics to a lay audience.

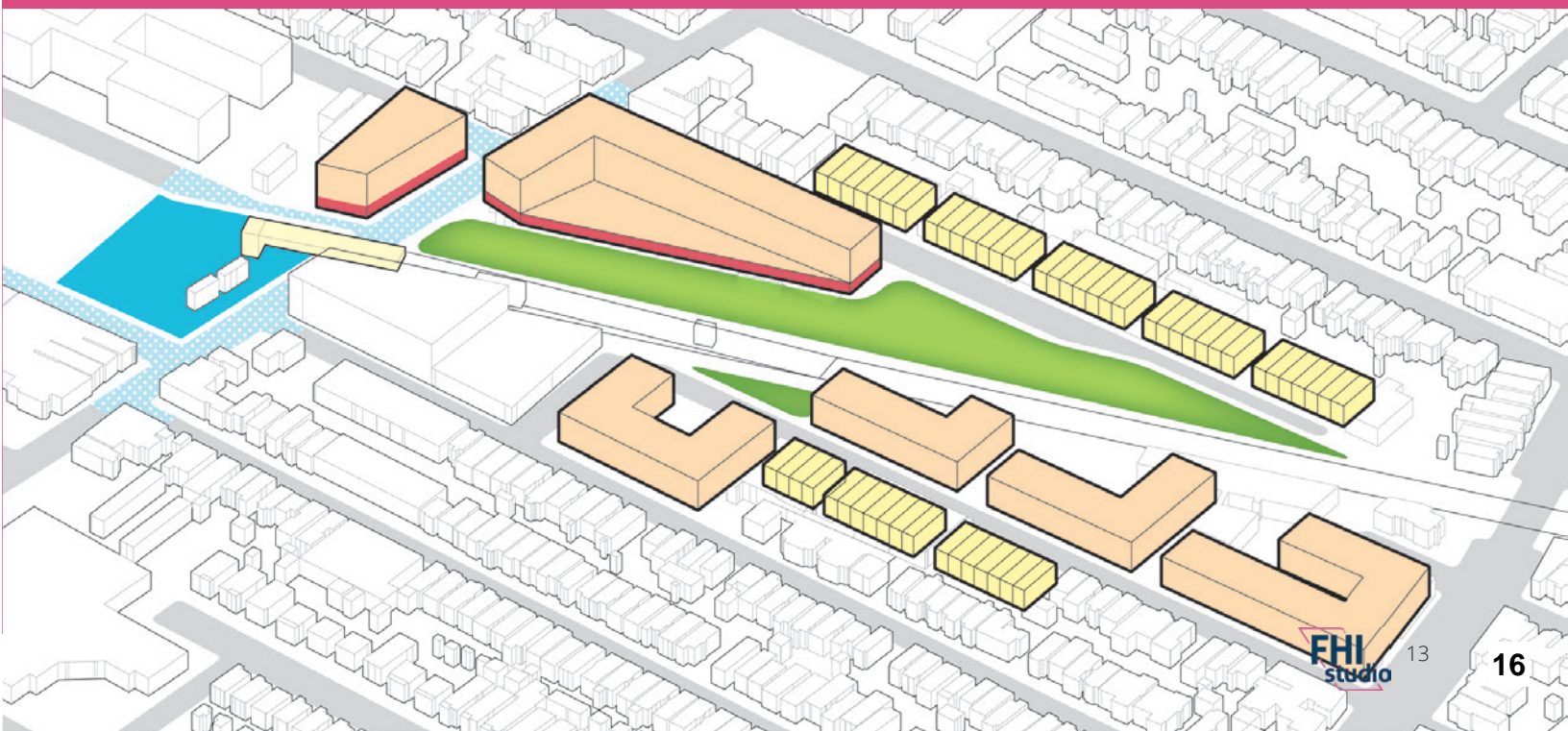


Jersey City Master Plan

Jersey City, NJ | 2020 - 2021

FHI Studio worked with the City of Jersey City and its residents to develop implementable vision plans for three neighborhoods in the area. FHI Studio worked with the City to select areas based on more than 1,500 survey responses as well as detailed demographic analysis to ensure equitable representation.

The plans were driven by community-identified goals, established through a robust online on-demand workshop and an interactive workshop through Zoom. The plan included concrete zoning, redevelopment, mobility, open space, and general policy recommendations. Participants not only helped identify recommendations but also participated in the process of evaluating and amending them.





West Hartford Plan of Conservation and Development

West Hartford, CT | 2018 - 2020

FHI Studio worked with the Town of West Hartford to update their Plan of Conservation and Development. Public involvement was a vital component of the Plan. FHI Studio established a project website, developed an online survey, conducted stakeholder meetings and public workshops, and attended pop-up events at Town functions to engage the community.

FHI Studio also updated town-wide mapping for West Hartford, creating graphically rich maps that support the Plan chapters. The plan provides a robust implementation plan and a thorough assessment of the Town's vital retail districts. The plan focuses on measures necessary to expand housing choice and mixed-use development options as well as preserving and enhancing natural resources and valued town facilities.

Township Raritan Sustainable Economic Development Plan

Raritan Borough, NJ | 2019 - 2021

The plan provides a community-driven 10-year economic, land-use, and multi-modal vision for Township Raritan. Recommendations included activating the riverfront, building a pedestrian-street that links the main commercial street to the river, and encouraging transit-supportive missing-middle housing. The community-driven plan was the outgrowth of extensive virtual engagement, including a custom-built online

workshop that allowed participants to share their visions for the Township, virtual visual preference surveys, asset mapping, and change analysis, among other activities. Highly-active workshop participants were invited to join the mayor, elected officials, and Borough staff in a Plan Implementation Working Group. FHI Studio also provided detailed hybrid form-based zoning ordinances



Proposed Budget & Insurance

FHI Studio proposes a lump-sum fee which will be paid monthly on a percent complete basis. FHI Studio understands the insurance needs of the Township and will comply with the insurance requirements.

Evaluate and Assess		Hours	Fee
1	Overview and Existing Conditions	32	\$5,040
2	Data Collection & Analysis	58	\$9,160
3	Impacts of Regional Trends	68	\$10,960
4	Goals and Objectives	78	\$11,960
5	Community Engagement	268	\$48,960
6	Methodology	268	\$49,360
7	Implementation Plan	58	\$9,160
8	Implementation Plan	58	\$9,160
TASK SUBTOTAL		888	\$153,760

Subtotal Labor	\$153,760
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Direct Expenses	
Travel & Per Diem	\$2,500
Printing & Supplies	\$1,500
Advertising	\$750
Subtotal Direct Expenses	\$4,750

PROJECT TOTAL	\$158,510
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Staff	Title	Rate
Leslie Black	Technical Professional 12	\$240
Stephanie Dyer-Carroll	Technical Professional 11	\$230
Francisco Gomes	Technical Professional 11	\$220
Adam Tecza	Technical Professional 8	\$180
Michael Ahillen	Technical Professional 8	\$170
Rory Johnson	Technical Professional 7	\$140
Phil Barlow	Technical Profesiosnal 12	\$240

FHI Studio certifies that it has no real or perceived conflicts of interest in performing the proposed services for the Radnor Comprehensive Plan Substantial Update. Neither the firm or its employees have any material financial relationships or family relationships with any individual or organization that may create a conflict of interest in representing the Township.

It is the policy of Fitzgerald & Halliday, Inc. d/b/a FHI Studio not to discriminate against any applicant for employment, or any employee because of age, color, sex, disability, national origin, race, religion, or veteran status.

FHI Studio will take affirmative action to ensure that our EEO Policy is implemented, with particular regard to: advertising, application procedures, compensation, demotion, employment, fringe benefits, job assignment, job classification, layoff, leave, promotion, recruitment, re-hire, social activities, training, termination, transfer, upgrade, and working conditions.

It is the policy of FHI Studio to ensure and maintain a working environment free of coercion, harassment, and intimidation at all job sites, and in all facilities at which employees are assigned to work.



Comprehensive Plan Update

Radnor Township

Radnor Township Comprehensive Plan Substantial Update

BERGMANN

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William White, Township Manager and Melissa Conn, Coordinator/Open Records Officer
 Radnor Township
 301 Iven Avenue
 Wayne, PA 19087

RE: Comprehensive Plan Substantial Update

Thank you for the opportunity to submit our proposal for the Radnor Township Comprehensive Plan Update. We are very excited about this effort to work collaboratively with the Township to create a community-driven, implementable, and sustainable comprehensive plan for Radnor. Our Project Manager, Dave Schwartz, has worked on many Comprehensive Plans and municipal work in the Commonwealth, including the ongoing City of Lancaster Comprehensive Plan, the Circulation Element of the award-winning Lower Merion Township Comprehensive Plan, the Land Use component of the Delaware County 2035 Plan, and managed the recently completed Eastern DelCo Bikeway Prioritization Study. Dave is a 20+ year resident of Delaware County, a former resident of Radnor, and currently lives in neighboring Haverford Township. He is an elected School Director of the School District of Haverford Township, knows many local stakeholders, and is intimately familiar with Radnor and the surrounding communities. Dave has experience with Implementable Comprehensive Plans and is passionate about public involvement.

Bergmann recently joined Collier’s Engineering and Design (CED). We now have 80 employees in eight (8) Pennsylvania offices and over 1,800 nationally, We are a “Goldilocks” sized firm, large enough to offer an array of specialists in many fields, yet small enough to provide personalized, high-quality customer service.

Since any good plan must recognize the economic realities of an area, we have invited 4ward Planning, a certified DBE firm that specializes in economic analysis for Comprehensive Plans. They have performed economic analysis for numerous municipalities throughout the Commonwealth, Bergmann and 4ward are currently teamed on the City of Lancaster Comprehensive Plan and have a strong working relationship.

Why is our team the best fit for your project?

We are technical experts with local knowledge. Bergmann and 4ward are experts in Implementable Comprehensive Planning, placemaking, and financial analysis. Bergmann has performed several Comprehensive Plans in the Commonwealth, such as the ongoing City of Lancaster plan and the recently completed Whitemarsh Township plan, as well as dozens of other Comprehensive and Master Plans in New York and New Jersey. We also have local staff who are intimately familiar with the Township and Delaware County. *We possess national expertise, regional perspective, and in-depth local knowledge.*

We emphasize implementation. One distinction we bring is staff who have worked on non-traditional Comprehensive Plans that do not focus on the “Functional Element” silos of traditional Comprehensive Plans (Land Use, Circulation, etc.), but that cross-cut disciplines and focus on specific improvements with implementation up front. We will consider implementation during development of all our concepts and begin implementation efforts when possible. For example, on the recently completed Eastern DelCo Bikeways project, we identified an early action priority Bike Route and were able to install bike lanes through a PennDOT resurfacing project while the study was ongoing.

We offer Cutting Edge Public Engagement. We believe robust public engagement is the foundation of any Comprehensive Plan and understand that any successful plan must be tailored to meet the specific needs of the community. Rather than develop a prescriptive one-size-fits-all outreach approach, we offer a range of innovative outreach options and will work closely with the Comprehensive Plan Update Committee to identify which methods will have the greatest impact and engage the largest number of residents and stakeholders in the Township.

On behalf of the entire Project Team, we look forward to work with the Township and develop a planning process that will set the stage for a bright future.

Kindest Regards,

Dave Schwartz, PE, PTOE, AICP
 Project Manager
 484.567.7687
 dschwartz@bergmannpc.com

Firm Overview



BERGMANN

ARCHITECTS ENGINEERS PLANNERS

Bergmann has joined Colliers Engineering & Design

1,800+

EMPLOYEES

Together, Bergmann & CED employ more than 1,800 people across all areas of expertise.

>95%

REPEAT CLIENTS

More than 95% of our work is from repeat clients.

#213

ENGINEERING NEWS RECORD RANK

We ranked in ENR's Top 500 Design Firm rankings for 2021.

#87

ARCHITECTURAL RECORD RANK

We ranked in Architectural Record's Top 300 rankings for 2021.

15+

AWARD WINNING PLANNING & DESIGN EFFORTS

Including Comprehensive Plans, Corridor Studies, and Area Master Plans.



Four decades of dedicated, client-focused service!

Bergmann joined Colliers Engineering & Design in November 2021, forming a world class architecture, engineering and planning firm with comprehensive capabilities and national reach. Together, our 1,800+ professionals pride themselves on the highest level of integrity, dependability, ethics and quality of work. Our professionals serve as trusted advisors and partners for projects ranging from commercial/retail to municipal/civic, education, transportation, research & manufacturing, water resources and workplaces.

Our Vision

Delivering client success, creating opportunities for our people, and building our future.

Our Values

- Our People
- Integrity & Ethics
- Service
- Teamwork & Collaboration
- Excellence

Our Local Offices

CONSHOHOCKEN, PA

181 Washington Street, Suite 430
Conshohocken, PA 19428

PHILADELPHIA, PA

1524 Delancey Street
Philadelphia, PA 19102

2 Penn Center, Suite 222
Philadelphia, PA, 19102

TREVOSE, PA

2700 Interplex Drive
Trevose, PA 19053

EXTON, PA

410 Eagleview Boulevard, Suite 104
Exton, PA 19341

MT. LAUREL, NJ

2000 Midlantic Drive, Suite 100
Mt. Laurel, NJ 08054

Summaries of Staff Experience

David Schwartz, Project Manager (22 yrs experience)*

Dave Schwartz will be the Project Manager and point of contact for the Radnor Comprehensive Plan Update. An AICP certified planner and a licensed Professional Engineer (PE), Dave understands and appreciates both the high-altitude planning aspects of projects as well as the finer-grained, detailed aspects of how to implement solutions. Dave has successfully completed numerous Comprehensive Plans and has utilized the Implementable Comprehensive Plan (ICP) Approach advocated by the Pennsylvania Department of Community and Economic Development (DCED). He is currently serving as the Assistant Project Manager on the Lancaster Comprehensive Plan, has previously managed several Comprehensive Planning efforts in other communities, and is very experienced working with municipalities within available budgets. As an elected member of the Haverford School Board, Dave has relationships with many local elected and appointed officials and has worked with several advocacy groups. He is committed to the community and to Delaware County as a whole. A resident of Havertown, about 10 minutes from Radnor, Dave is very familiar with the Township and local stakeholders. He worked with state and regional partners including PennDOT, Delaware County, DVRPC, and others.

Kimberly Baptiste, Project Principal (23 yrs experience)*

Kimberly Baptiste will serve as the Project Principal for this effort and will provide Quality Assurance and Quality Control (QA/QC), stakeholder engagement, and ensure that available staff is properly scheduled and utilized. Kimberly specializes in managing large-scale, multi-disciplinary projects and offers experience coordinating with various agencies and stakeholders to reach consensus on project direction. She regularly uses planning tools to evaluate the social, economic and development implications of land use and design alternatives. Kimberly has managed dozens of Comprehensive Plans throughout her career, including serving as the current Project Manager for the Lancaster Comprehensive Plan.

Samantha Aldrich, Project Planner (7 yrs experience)*

Samantha Aldrich is a project planner who has worked on several Comprehensive Plans, including the ongoing effort in Lancaster with Kimberly and Dave. Sam's experience ranges from high-level analysis down to specific zoning and policy evaluation. She specializes in environmental and economic development plans and is very familiar with a number of innovative community engagement techniques.

Ted Liddell, Landscape Architect (18 yrs experience)

Ted Liddell will work on graphics and design features to help bring the concepts presented in the Comprehensive Plan to life. Ted has broad experience in Landscape Architecture with projects that range from small-scale public park design and streetscape enhancements to city-wide master planning. Aided by his strong computer background in SketchUP, the Adobe Creative Suite, and AutoCAD, Ted has the ability to take a design from conceptual graphics straight through to construction documents.

Kiernan Playford, Project Planner (7 yrs experience)

Kiernan Playford will perform research, GIS mapping, and community outreach including developing surveys, web material, and other strategies. She has a diverse background in urban planning, grant writing, and economic development and excels at community outreach, research, and website development. Kiernan enjoys learning new tools and finding new and innovative ways to engage stakeholders and members of the public.

Todd Poole, Economic Advisor, President of 4ward Planning (29 yrs experience)*

Todd Poole specializes in economic planning for communities throughout the region, particularly for comprehensive planning efforts. He believes economics are always a critical component of Comprehensive Plans to ensure recommendations are economically viable. 4ward's approach is founded in socio-economic analysis with regards to social, environmental, fiscal, and economic systems, the "4" in 4ward Planning. Todd and 4ward Planning staff will develop a baseline economic assessment of Radnor and will perform other economic studies as needed for this project.

*Resumes are included for staff members with an asterisk.

Resumes

Kimberly Baptiste, AICP | *Principal in Charge*



Education: MS, Urban Planning, SUNY Buffalo; Bachelors of Environmental Design, SUNY Buffalo

- American Institute of Certified Planners
- National Trust for Historic Preservation
- Lead Presenter 2021 NYPF - Everything You Ever Wanted to Know about Comprehensive Planning

Kimberly has focused her 22-year career on supporting municipal clients and helping them to achieve their short- and long-term goals. With a diverse background in planning, urban design, site development and historic preservation, Kimberly brings a unique perspective to every project. A significant amount of her work involves utilizing unique approaches to gather information, educate stakeholders and build consensus around multifaceted projects with a focus on transportation, urban revitalization, placemaking and land use planning.

Project Experience

- Comprehensive Plan | City of Lancaster, PA
- Comprehensive Plan | Whitemarsh Township, PA
- Downtown Master Plan | Borough of Pottstown, PA
- Re-Industrialization Strategy and Corridor Master Plan | Allentown, PA
- Comprehensive Plan | Pine Township, PA
- Zoning Updates | Whitemarsh Township, PA
- Historic Preservation Ordinance Update | Cheltenham Township, PA
- Historic Preservation Consultant | West Whiteland, PA
- Historic Preservation Plan | Tredyffrin, PA
- Comprehensive Plan Update | North Tonawanda, NY
- Comprehensive Plan Update | Rochester, NY
- Comprehensive Plan | Lewis County, NY
- Climate Action Plan | Rochester, NY
- Countywide Resilience Plan | Albany County, NY

David Schwartz, PE, PTOE, AICP, PP | *Project Manager*



Education: MS, Civil/Transportation Engineering, Villanova University; BS, Civil Engineering, Drexel University

- Professional Engineer (PA, NJ, DE)
- American Institute of Certified Planners
- Professional Traffic Operations Engineer

Dave has 22 years of experience delivering projects through all phases of project development for clients in PA, New Jersey, and Delaware. His expertise includes urban revitalization, zoning and site analysis, streetscaping, green stormwater infrastructure (GSI), and complete streets planning. He has worked for public, governmental, and non-profit agencies, including PennDOT, SEPTA, DVRPC, City of Philadelphia, and a variety of counties and municipalities in PA. In all cases, he has been heavily involved in public outreach efforts, public involvement, conflict resolution, and consensus building.

Project Experience

- Comprehensive Plan | City of Lancaster, PA
- Comprehensive Plan Circulation Element | Lower Merion Township, PA*
- Comprehensive Plan | Allen Township, Northampton County, PA*
- Eastern DelCo Bikeways Prioritization Study | Delaware County, PA
- Zoning Updates | Whitemarsh Township, PA
- Lewisburg Traffic Calming and Circulation Study | Union County, PA
- Chester County, PA | PMPEI Training*
- US 202 Pedestrian and Bicycle Framework Plan | Delaware and Chester County*
- Bala Avenue Streetscape and Pedestrian Safety Study | Lower Merion Twp, PA*
- Baltimore Avenue Revitalization Plan | Delaware County, PA*

*prior to Bergmann

Resumes

Samantha Aldrich, AICP | *Planner*



Education: MS, Urban and Regional Planning, SUNY Buffalo; BS, Environmental Studies, SUNY Binghamton

- American Institute of Certified Planners

Samantha is an urban planner with specializations in both environmental land use and economic development. Her expertise and experience, including comprehensive and land use planning, downtown revitalization, placemaking, waterfront development, and zoning has provided her with a well-rounded approach to problem solving.

Project Experience

- Comprehensive Plan | City of Lancaster, PA
- Comprehensive Plan | Whitemarsh Township, PA
- Zoning Updates | Whitemarsh Township, PA
- Eastern DelCo Bikeways Prioritization Study | Delaware County, PA
- Comprehensive Plan | Perinton, NY
- Comprehensive Plan | Pittsford, NY
- Climate Action Plan | Monroe County, NY
- Pre-Nomination Study | Village of Gowanda, NY
- Chadakoin River West Master Plan | Jamestown, NY
- First Ward Master Plan | Lackawanna, NY
- Smart Tourism Transportation | Jamestown, NY
- South Avenue Economic Development Feasibility Study | Syracuse, NY
- Mixed Use and Transportation Corridor Feasibility Study | Canandaigua, NY

Todd J. Poole | *President of 4ward Planning Inc.*



Education: MPA, Finance, Rutgers University; BA, Political Science and Economics, Rutgers University

- Economic Development Finance Professional (EDFP)

Todd is president, founder, and managing principal of 4ward Planning Inc., with more than 29 years of economic development experience, both as a private sector consultant and a public sector practitioner. Specifically, Todd has extensive experience in the following areas: comprehensive and master planning, transit-oriented development, economic and fiscal impact analysis, regional transportation planning, redevelopment and neighborhood revitalization, park and trail revenue analysis, adaptive reuse, and development advisory.

Project Experience

- Comprehensive Plan | Altoona, PA
- Joint Comp Plan | Braddock, East Pittsburgh, & North Braddock Boroughs, PA
- Comprehensive Plan | Fayette County, PA
- Comprehensive Plan | Greene County, PA
- Comp Economic Development Strategy | Hunterdon County, NJ
- Comp Economic Development Strategy | Hudson County, NJ
- Comprehensive Plan | Lawrence County, PA
- New Jersey Meadowlands Commission Master Plan | New Jersey
- New Stanton Market and Economic Analysis | Westmoreland County, PA
- Comprehensive Plan | Penn Township, PA
- TRI-COG Business District Analysis | Pittsburgh, PA



Municipal Qualifications & References

Bergmann and CED have vast municipal experience throughout NY, NJ, and PA, particularly in the eastern part of Pennsylvania. We are currently engaged as municipal engineers in the City of Pittsburgh, Williams Township, the Borough of Penn Argyl, and the Borough of Bath. We have performed Comprehensive Plans for Whitemarsh Township, are working on an ongoing Comprehensive Plan for the City of Lancaster, and recently completed the Eastern DelCo Bikeway Prioritization Study in Delaware County for the Boroughs of Lansdowne, East Lansdowne, Yeadon and Upper Darby Township. In addition, we have worked with dozens of municipalities in southeast Pennsylvania such as Conshohocken, Pottsville, Tredyffrin, Marcus Hook, Chalfont, New Britain, and others. Project Manager Dave Schwartz is an elected board member of the School District of Haverford Township, worked on parts of the Delaware County 2035 Comprehensive Plan, performed numerous Comprehensive Plans in the area, and has a wealth of municipal experience throughout his 22-year career. Select municipal references and project examples are below.

REFERENCES

Craig Totaro
Borough Manager
Lansdowne Borough
610.623.7300

Charles Guttenplan
Director of Planning & Zoning
Whitemarsh Township
610.825.3535 x2625

Eric Williams
Public Works
Town of Perinton
585.223.5115



Conceptual Trail Head for Eastern DelCo Bikeways Project

1. WHITEMARSH TOWNSHIP COMPREHENSIVE PLAN UPDATE

Whitemarsh, PA

PROJECT DESCRIPTION

Many land use decisions, new developments and zoning changes within the Whitemarsh Township have taken place since the Township's 2003 Comprehensive Plan. For this reason, the Whitemarsh Township is completing a comprehensive plan update to ensure development patterns and policies are in place to inform the Township's future.

Bergmann is assisting the Township with this comprehensive plan update by providing community engagement expertise and technical assistance. Key tasks and activities, focused on land use and housing strategies, will provide the Township an updated comprehensive plan with a renewed policy guide for future development. The Bergmann team has provided the Township an updated inventory of existing conditions, future land use plan, and formulated a strategy and action matrix to ensure sound development within the town for at least the next 10 years.

Highlights

- Land Use Planning
- Community Engagement
- Accessibility
- Open Space Planning



Municipal Qualifications & References

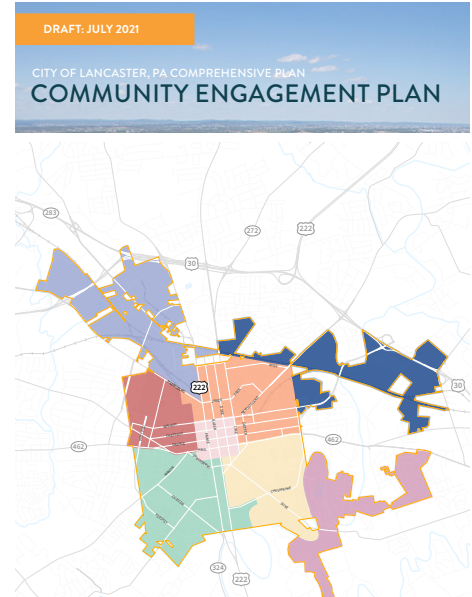
2. CITY OF LANCASTER COMPREHENSIVE PLAN

Lancaster, PA

PROJECT DESCRIPTION

The historic City of Lancaster is one of the oldest inland cities in the United States and is rich in culture, arts, and diversity. The last Comprehensive Plan was performed in 1993 and a new plan needs to reflect community consensus about the direction of future growth. At the heart of the plan is an intensive public outreach and engagement effort that will marshal the tremendous resources of over 30 active government organizations, community groups, and faith-based groups in the City. Bergmann is developing a plan that will cut across traditional Planning “elements” and define specific, achievable, and measurable improvements that will build upon the City’s strengths and address many of its issues. We will examine trends from 1993 – 2020, identify metrics, perform a fiscal analysis, and craft scenarios along with the policies to bring the selected alternatives to life. When possible, we will start many of the alternatives during the planning process and develop step-by-step actions to implement the highest priority options.

In partnership with 4ward Planning



Highlights

- Community Engagement
- Land Use Planning
- Zoning Assessment
- Economic Analysis
- Housing Policy Planning
- Multi-Modal Transportation Options
- Parks and Open Space

3. EASTERN DELCO BIKEWAY PRIORITIZATION PROJECT

Lansdowne Borough, East Lansdowne Borough, Upper Darby Township, Yeadon Borough

PROJECT DESCRIPTION

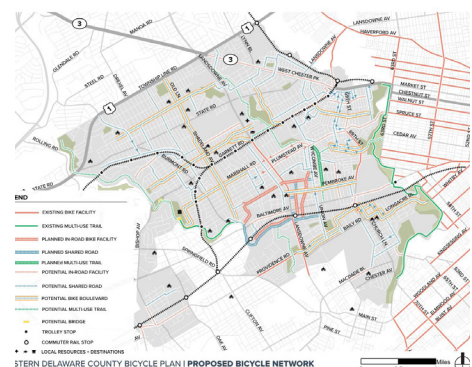
This project assessed bicycle routes, key destinations, and biking potential in this region. The overall goal is to connect residents to areas of interest including the City of Philadelphia’s bicycle system, schools, transit stations, recreational facilities, parks, and businesses through an on- and off-road system of high-quality, low-stress bicycle routes. We are working closely with representatives from each municipality in conjunction with Delaware County, PennDOT, DVRPC, SEPTA, the Bicycle Coalition of Greater Philadelphia, and a variety of other groups to develop a comprehensive bicycle transportation framework for Eastern Delaware County.



Bergmann is now actively pursuing grants with the member municipalities in order to leverage the momentum from this plan and obtain funds for implementation.

Highlights

- On- and off-road Bike Facilities
- Coordination with PennDOT and other agencies
- Public Engagement



Municipal Qualifications and References

4. TOWN OF PERINTON COMPREHENSIVE PLAN UPDATE

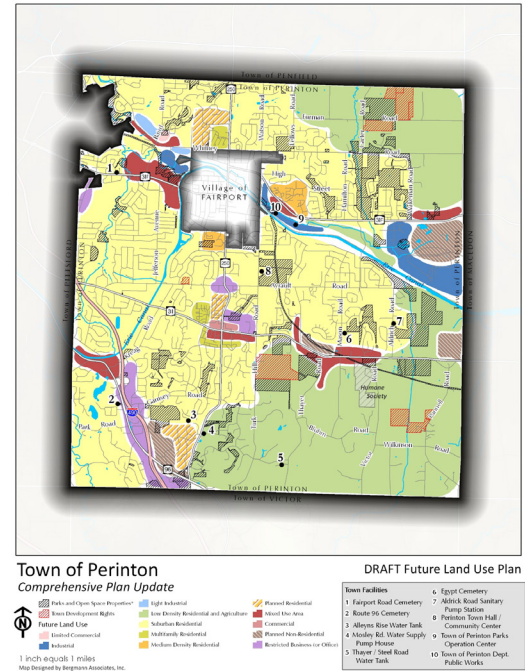
Town of Perinton, NY

PROJECT DESCRIPTION

Bergmann assisted Perinton with the completion of the Town’s Comprehensive Plan in 2011. Due to the Town’s objective to complete a comprehensive plan update every 10 years, Bergmann was selected to complete the Town’s 2030 Comprehensive Plan update. The plan is focused on identifying strategies and actions to advance key opportunities in the Town, including enhancing active transportation, creating healthy living infrastructure (such as trails and open space), preserving historic and cultural resources, promoting inter-municipal coordination, and identifying future land use preferences.

Highlights

- Demographic Trends Analysis
- Comprehensive SWOT Analysis
- Future Land Use Planning
- Project-specific Webpage



5. BENSLEM COMPREHENSIVE PLAN UPDATE (4ward Planning Inc.)

Bensalem, PA

PROJECT DESCRIPTION

THE NEED: Seeking to update its 2002 Comprehensive Plan, the Township of Bensalem, Pennsylvania hired the team to assist with this update. 4ward Planning is providing market and real estate analyses in support of this effort.

THE STRATEGY: To offer the Township a better understanding of regional market demand drivers and the identification of near- and long-term development challenges and opportunities, 4ward Planning conducted socio-economic, labor and industry, and real estate market trends analyses. Our interviews with local real estate professionals supplemented this work by providing on-the-ground perspectives.

THE 4WARD IMPACT: Our analysis will reflect and leverage current and prospective economic assets and strengths within Bensalem Township, while affording measures to reverse or mitigate the area’s liabilities and weaknesses - permitting a strong foundation upon which to identify and evaluate market-supportive land-use opportunities.

Highlights

- Socio-Economic Trends Analysis
- Labor and Industry Trends Analysis
- Real Estate Market Trends Analysis



Our Approach

Our proposed approach describes the deliverables and outcomes necessary to prepare a comprehensive plan and zoning amendments for Township of Radnor. This plan will provide the Township with a specific, solution-focused framework that provides a series of achievable actions to guide future decision-making along with specific recommendations for the immediate-term.

Project Approach - The Implementable Comprehensive Plan

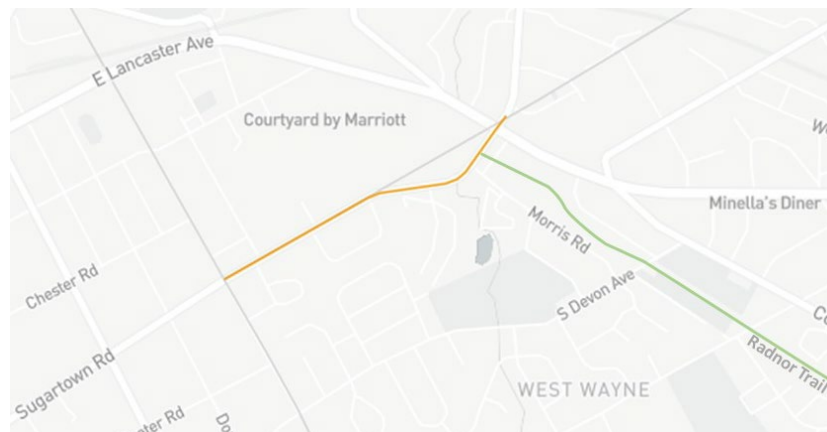
Traditionally, comprehensive plans are divided into “silos,” such as circulation, land use, housing, etc. This results in plans that are narrow in focus, do not address specific issues of importance to a community, and can gloss over interrelationships between elements. While the Pennsylvania Municipal Planning Code (MPC) requires specific elements to be addressed, it does not require all of them be given an individual chapter in a plan with an exhausting level of detail. A good plan should address concerns specific to Radnor and focus on quality-of-life themes, rather than technical planning elements.

In 2010, the Pennsylvania Department of Community and Economic Development (DCED) performed a thorough review of Comprehensive Plans that have resulted in real change. Based on this review, DCED identified several common themes, including: efficient in words, minimal jargon; use of accepted publication layout principles; ideas illustrated by drawings, photos and simulations; findings related to real issues, with detailed recommendations; and inclusion of ready-to-use samples of tools and practices. This assessment yielded the following keys to a successful, implementable plan:

- Focus the Plan on Real, Relevant Community Issues
- Organize the Plan around the way Local Officials and Citizens Think
- Devise Practical and Workable Recommendations
- Recruit Partners and Create Capacity to Implement the Plan
- Get Local Ownership of the Plan and Commitment to Implement

The focus of our project team will not be on what the Comprehensive Plan IS, but on what it will DO. We will avoid generalized, transferable recommendations that could be found in any Comprehensive Plan in favor of recommendations that are specific to Radnor. For example, recommendations to be avoided would include “provide on-road bicycle facilities on some collector roads.” Instead, more explicit, action-driven recommendations should be used. For example, “Add XX miles of new on-road bicycle facilities.” These types of recommendations give the plan measurable benchmarks and is more understandable to the public, centered around the way people think, not planning jargon.

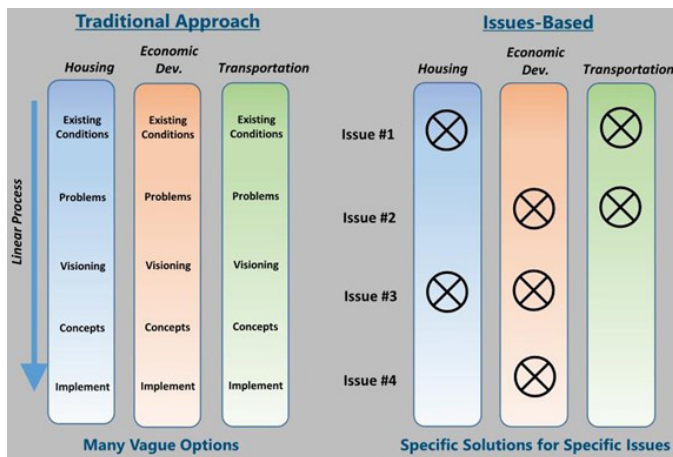
We will also identify options that provide partnership opportunities with other organizations to aid in implementation. For example, according to the Delaware Valley Regional Planning Commission’s interactive PennDOT 5-year resurfacing plan, two PennDOT-owned roads, Haverford Road and Sugartown Road are scheduled to be resurfaced in next few years. Sugartown Road connects to the Radnor Trail and is scheduled to be repaved in 2023 (see figure below). This could be an opportunity to add bike-compatible features to connect to the trail or address other Township priorities. PennDOT could be approached during the planning process so these considerations can be incorporated in the design.



DVRPC's PennDOT 5-Year Resurfacing Plan (2022-2026)

Our Approach

For this process, our team will focus on five or six key issues, as opposed to traditional or functional elements, and draft a plan around these issues. Each of these key issues will cut across the functional elements required by the MPC, but by defining “Issues” as opposed to general improvements based on “elements,” the plan will be focused on actionable items in specific areas to address the issues. This is illustrated in the figure below.



Traditional vs. Issues-Based Planning Approach

In order to be compliant with the MPC, all planning elements identified in the MPC will need to be discussed. Most will be discussed through the Key Issues discussion. To ensure compliance, however, the plan may include Element “Snapshots” that discuss every issue required in the MPC in a short 1-2 page summary. This data will act as “backfill” and will make the plan legally defensible, yet still have an overall issues-based, approach. These “hybrid” plans are becoming more common throughout the Commonwealth and would likely be a good fit for the Township.

Community Engagement Strategy

The Bergmann/CED team believes that community engagement should occur continuously through the course of the planning process and be fun and engaging for residents. Educating and informing community members about the purpose, goals, and process is critical and creates a foundation for implementation. We consider public outreach as central to our process. We know local officials and stakeholders in the community are the real experts when it comes to identifying the challenges and constraints of the township and the best strategies for engaging the community. At the onset of the planning process, we will prepare a Community Engagement Plan that identifies a strategy and activities to guide outreach over the course of the planning process. A summary of suggested community engagement efforts and key stakeholders is described below:

- **Comprehensive Plan Committee Meetings:** Radnor will identify members for a Comprehensive Plan Update Committee (CPUC) that will work closely with the project team for the duration of the planning process. We anticipate meeting approximately once a month over the course of the project to review information, solicit feedback and guidance, review status of the planning process, and assist in public outreach efforts.
- **Community/Civic Group Meetings:** Community and Civic organizations are great resources for identifying individuals interested in the planning process and who have a platform for disseminating information. Radnor has active citizen participation, with over 15 standing committees. Members of many of these groups will be included on the CPUC and the Bergmann team will provide updates to these committees upon request. Other groups that could be contacted include the Radnor Conservancy, the Wayne Business District, and the institutes of higher education that call Radnor home, including Villanova, Cabirni, Eastern, and VMA. We will also work with the Radnor School District to inform the public. Not all residents will read a Township newspaper or newsletter, but parents of children in local schools will pay close attention to correspondence regarding their children and reaching out through the School District can be very effective.
- **Public Survey:** The Bergmann Team will prepare an online survey for the Comprehensive Plan early in the process. This survey will be distributed through the CPUC and other stakeholders, including the School District and local Universities and major employers, if possible.
- **Public Meetings:** Traditional public meetings allow face-to-face communication between the project team, community members, property owners, and local officials. We will offer opportunities for formats such as: public workshops, design charrettes, an open houses. We will also offer our “Meeting in a Box” strategy to engage difficult to reach traditionally underrepresented communities.

Our Approach



- **“Pop-Up” or “Go to Them” Event(s):** The Bergmann team will host at least one Pop-up meeting at a community event. We will work with the Township to identify an appropriate event to attend. These could include a farmer’s market, 4th of July events, the annual bike rodeo, Wheels of Wayne, Odorisio Music and Movie Night, etc. Ideally, a “pop-up” meeting would be held early in the process. We will also work with the CPUC to identify appropriate community, civic, and committee meetings and get added to agendas and go to meetings that community members already attend.
- **Website and Social Media:** Our team understands that online platforms are a preferred method of communication for many. We can create a project-specific webpage to share information and engage a wider spectrum of people. A webpage dedicated to the comprehensive plan would serve as a “landing site” for all public-facing documentation and afford community members instant access to information and upcoming engagement. Similar project-specific and Bergmann-created webpages are listed below:
 - » City of Lancaster - www.ourfuturelancaster.com (Ongoing)
 - » City of Rochester 2034 Plan – www.rochester2034.com (Plan Completed)
 - » Town of Perinton Comprehensive Plan Update – www.perintonplan.com (Plan Near Completion)

Project Understanding and Emerging Issues

We understand the Township wants a unique approach to this Comprehensive Plan effort that focuses on relevant and emerging issues. These include the recovery from the COVID-19 pandemic, major new infrastructure investment, increased use of public parks and trails, leveraging economic opportunities afforded by several Universities, and further enhancing commercial nodes. To meet the challenges and take full advantage of these opportunities, now is an ideal time to chart a course for the future. Bergmann and CED have performed numerous Comprehensive Plans in the region and nationwide. We will use our national expertise combined with our local knowledge to identify innovative, cutting-edge strategies and policies to meeting land use and preservation goals of the Township and the residents.

Our Approach

This Comprehensive Plan is very timely, as increased funding for infrastructure is on the national stage with the passing of bills such as the Infrastructure Investment and Jobs Act. Having a concise, publicly vetted Comprehensive Plan will set the Township up to apply for funding for selected projects, as are the basis for pursuing many grants offered by PennDOT, DCED, Delaware County, DVRPC, etc. A Comprehensive Plan specific to the various will be helpful in obtaining grants for community priorities. We will identify the most appropriate grant opportunities and timelines and provide information to Radnor to help with the applications. If possible and appropriate, we will assist Radnor applying for these grant opportunities. If desired, we will also work with Delaware County and DVRPC to determine infrastructure projects can be put on the regional TIP and can be implemented by regional partners, such as PennDOT, SEPTA, or others.

Another ongoing issue is the COVID pandemic, which has placed our society at an inflection point. Some things will undoubtedly return to normal and some may not. For example, daily traffic volumes have largely returned to pre-pandemic levels, but rush hour traffic volumes have flattened somewhat. This reflects many companies transitioning to remote or hybrid working, but still indicates the overall amount of vehicular travel will remain high. The Project Team will meet with the Wayne Business, local universities, the School District and others to discuss their plans and any permanent changes they are making to operations to assess how they may impact travel patterns.

Climate change and the increasing number and severity of weather events is another challenge, particularly for communities that are densely populated and largely built out. Radnor has been on the forefront of stormwater management, as one of the few in the region to have a Stormwater Management Fee and a Stormwater Management Advisory Committee (SWMAC). The Project Team will coordinate closely with the SWMAC to determine their priorities, initiatives, and what information would be helpful to include in the plan to assist their efforts.

Other emerging issues that may be of interest to the Township, particularly near Universities, are measures to encourage cycling (such as bike sharing) and the rise of micro-mobility options (e-scooters, powered boards/skates, etc.). Connecting students to commercial areas in the Township through multi-modal options can be a major economic driver for the business districts. Our economic consultant, 4ward Planning, will help to assess what types of businesses are over-served or underserved and what additional types could thrive.

We will rely on the input provided throughout the community engagement process to help identify responsible parties and potential partners that will be instrumental in addressing Radnor's priorities. Thus information will be detailed in an implementation matrix that will inform the 2022-2026 planning directive. Where possible, we will begin implementation of select improvements during the planning process to maintain the momentum of the Comprehensive Plan and the excitement and engagement of the citizens of the Township.





Conflicts of Interest Statement

Neither Bergmann/CED nor any of our employees have any material financial relationship, family relationship, or any other matter that would create a conflict of interest or the appearance of any conflict of interest with the Township.

Proposed Budget

Project Budget - Radnor Township Comprehensive Plan Update	Bergmann				4Ward Planning		Total	
	Project Principal	Project Manager	Senior Planner/ Landscape Architect	Planner/ Landscape Architect	Principal	Senior Associate		
Community Engagement	8	52	24	24	10	8	\$17,846.00	
Task 1: Project Kick-Off	4	14	4	2	6	2	\$5,004.00	
Task 2: Existing Conditions	2	18	18	20	8	24	\$12,088.00	
Task 3: Community Visioning	4	30	24	16	8	8	\$12,471.00	
Task 4: Specific Area Plans and Issues	2	24	40	44	6	10	\$15,940.00	
Task 5: Implementation Strategy	2	28	20	16	8	14	\$12,098.00	
Task 6: Draft/Final Comp Plan Dev.	6	32	24	24	4	10	\$13,530.00	
Subtotal of hours per person	28	198	154	146	50	76		
Billable Rates	\$195.00	\$152.50	\$117.50	\$107.50	\$190.00	\$132.00		
Subtotal of fee by employee	\$5,460	\$30,195	\$18,095	\$15,695	\$9,500	\$10,032		
							<i>Subtotal</i>	\$88,977.00
							<i>Other Direct Costs</i>	
							<i>Travel</i>	\$200.00
							<i>Meeting Materials</i>	\$600.00
							<i>Printing/Reproduction</i>	\$220.00
							<i>Total</i>	\$89,997.00

Proposed Schedule

Project Schedule Radnor Township Comprehensive Plan Substantial Update	Legend:																		
	Progress	Review	★ Steering Committee Meeting	★ Public Meeting or "Pop-Up" Touch Points	★ Submission	★ Final Submission/Presentation	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
Community Engagement	★ Jun-22, Jul-22, Aug-22, Sep-22, Oct-22, Nov-22, Dec-22, Jan-23, Feb-23, Mar-23, Apr-23, May-23, Jun-23, Jul-23																		
Task 1: Project Kick-Off	★ Sep-22																		
Task 2: Existing Conditions	★ Dec-22																		
Task 3: Community Visioning	★ Feb-23																		
Task 4: Specific Area Plans/Issues	★ Apr-23																		
Task 5: Implementation Strategy																			
Task 6: Draft/Final Comp Plan Dev.	★ Jun-23, Jul-23																		



Equal Opportunity Policy, Insurance, and E&O

EEO Policy

Bergmann has maintained a policy of nondiscrimination in all aspects of employment and pre-employment since its founding in 1980. As a Federal Contractor, Bergmann maintains an EEO policy and AA program in compliance with all state and local laws. Bergmann has 11% diverse staff among direct employees. Also, Bergmann has established strong working relationships with several certified DBE, MBE and WBE Architectural and Engineering Consultants throughout the region. We believe in meeting or exceeding utilization goals while strengthening our project team.

In 2020, the Bergmann Board of Directors formed a Diversity & Inclusion Sub-Committee to foster meaningful policies, communication, and culture across Bergmann. Ten employees serve on the committee and assist the firm with the following:

- Creating a Bergmann Diversity and Inclusion Statement for Board approval.
- Reviewing any policy and guideline that may be counterproductive to achieving our goals on diversity, equity, and inclusion.
- Identifying areas of opportunity.
- Assisting the HR Team in the development and presentation of sensitivity training.
- Improving our standing in the Black community and/or other identified underrepresented groups as a preferred consultant and employer.
- Supporting community initiatives that directly address racial inequities and increase diversity and inclusion.
- Supporting initiatives that raise awareness of Architecture/Engineering/Planning/Surveying/etc. in predominately Black K-12 schools.
- Supporting initiatives that assist minority and other underrepresented groups graduating from college for employment.
- Develop strategies to recruit, attract, and retain underrepresented professionals and to increase the general diversity of our applicant pool.
- Increase minority, female and other underrepresented ownership in the company for people that consistently perform at a high level.
- Define a path for underrepresented professionals to achieve leadership roles within the company.

Further, one of our offices is involved with the Transportation Diversity Recruitment Program (TDRP) through the Michigan Department of Transportation. The TDRP is a 10-week summer internship program for students majoring in transportation-related careers (primarily civil engineering). The program was created to expose underrepresented groups of college students to transportation career opportunities in Michigan.

Regarding project specific teaming, even where there are no requirements for a particular project, Bergmann works with a significant number of Disadvantaged Business Enterprises (DBEs) and has worked with Mentor/Protégé firms to help elevate and deliver projects to our clients.

In addition to our work with DBEs, we also look to bring within Bergmann a Diverse and Inclusive number of employees when it comes to our recruiting and hiring practices. In the past, we have utilized an online diversity posting tool in addition to our social media, website job postings, and employee referrals to place our open roles in front of more diverse populations. We place EEO/AAAP statements in all of our job postings, and where it is available through our posting tools, we opt to have those postings sent to additional diversity posting boards and groups, including Veterans, disabled workers, mothers returning to work, and other organizations and people. This year we also provided Interview Best Practice Training as well as Immigration Processes Training to our managers and supervisors to help address conscious and unconscious biases in the interview process, and to create a better understanding of protected groups and the associated laws and regulations.

Bergmann upgraded the online diversity posting tool to a more comprehensive system that includes direct messaging to designated contacts at those organizations, providing us with even more access to diverse employees nationwide. Many of these groups work to support protected and other diverse populations. We also encourage our managers to be flexible and understanding to the needs of our workforce, which provides the support needed to be inclusive with our workforce after they have been recruited and to retain that talent.

We are attending virtual Diversity & Inclusion events as part of our University Recruiting strategy in 2020-2021, and we are working to build partnerships with Historically Black Colleges and historically supportive LGBTQ+ colleges and universities. Bergmann is also partnering with organizations that assist in matching diverse candidates to internship opportunities. We are taking the diversity and inclusion process very seriously as we look to our future generations of Bergmann employees. Our sourcing and hiring practices continue to evolve and we continue to seek opportunities to add diversity to Bergmann through our recruitment process. Bergmann values all types of diversity, not just those protected under federal law. We believe that diversity makes us a stronger organization.

With respect to our subcontractors, our Bergmann subcontractor agreement contains language prohibiting discrimination and, where applicable, requiring affirmative action to employ and advance employment individuals without regard to race, color, religion, sex, national origin, protected veteran status or disability.


Joseph A. Dopic, President

COLLIER-01 C. JOHNSON

ACORD DATE (MM/DD/YYYY) 3/29/2022

CERTIFICATE OF LIABILITY INSURANCE

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: Ames & Gough, 159 Woodland Street, Suite 320, Quincy, MA 02169. CONTACT: POC: Mr. Eam (617) 328-6555, FAX: Mr. (617) 328-6888, ADDRESS: boston@amesgough.com

INSURER A: Berkley Design Professional Underwriters, 32603

INSURED: Bergmann Associates, Architects, Engineers, Landscape Architects & Surveyors, P.C., 280 East Broad Street, Suite 200, Rochester, NY 14604

COVERAGES: CERTIFICATE NUMBER: 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).

TYPE	TYPE OF INSURANCE	INSURER	POLICY NUMBER	INSURANCE EFFECTIVE DATE	INSURANCE EXPIRES DATE	LIMITS
A	COMMERCIAL GENERAL LIABILITY	AEC968283605	2/25/2022	2/25/2023	Aggregate Limit	1,000,000
	Professional Liab.					2,000,000
B	Umbrella Liab	AEC968283605	2/25/2022	2/25/2023	Aggregate Limit	1,000,000
	Excess Liab					2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
All coverages are in accordance with policy terms and conditions.

Evidence of Insurance
30 Day Notice of Cancellation will be issued in accordance with policy terms and conditions.

CERTIFICATE HOLDER: Radnor Township, 301 Iven Avenue, Wayne, PA 19087

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: Jared Maxwell

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Client#: 48473 MASERCONSUM1

ACORD DATE (MM/DD/YYYY) 3/29/2022

CERTIFICATE OF LIABILITY INSURANCE

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 any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER: Marsh & McLennan Agency LLC, 18000 Horizon Way, Mount Laurel, NJ 08054. CONTACT: POC: Mr. Eam (617) 328-6555, FAX: Mr. (617) 328-6888, ADDRESS: somerset@suppor@mma-nj.com

INSURER A: National Union Fire Ins Co PittsburghPA, 19445

INSURER B: Travelers Property Casualty Co of Amer, 25674

INSURER C: New Hampshire Insurance Company, 23841

INSURER D: Navigators Insurance Company, 42307

INSURER E: Navigators Insurance Company, 42307

INSURER F: Navigators Insurance Company, 42307

COVERAGES: CERTIFICATE NUMBER: 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.

TYPE	TYPE OF INSURANCE	INSURER	POLICY NUMBER	INSURANCE EFFECTIVE DATE	INSURANCE EXPIRES DATE	LIMITS
A	COMMERCIAL GENERAL LIABILITY	GL9925559	03/01/2022	03/01/2023	Aggregate Limit	12,000,000
	Professional Liab.					1,000,000
B	Umbrella Liab	CUP1766744422NF	03/01/2022	03/01/2023	Aggregate Limit	10,000,000
	Excess Liab					10,000,000
C	WORKERS COMPENSATION AND EMPLOYERS LIABILITY	WC025893715	03/01/2022	03/01/2023	Per Statute	1,000,000
	Excess Liab					1,000,000
D	Excess Liability	NY22MKEZ07LHXV	03/01/2022	03/01/2023	Aggregate Limit	15,000,000
	Excess Liab					15,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Radnor Township is included as Additional Insured when required by written contract, agreement or permit, but only with respect to the General Liability, Automobile Liability and Umbrella Liability insurance and subject to the provisions and limitations of the policies. General Liability, Automobile Liability and Umbrella Liability policies are written on a primary and non-contributory basis when required by written contract, agreement or permit and subject to the provisions and limitations of the policy. (See Attached Descriptions)

CERTIFICATE HOLDER: Radnor Township, 301 Iven Avenue, Wayne, PA 19087

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: Lisa A. Williams

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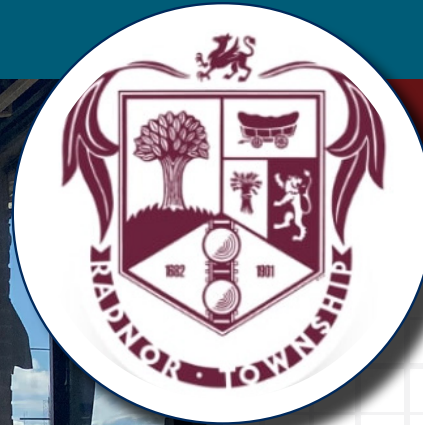
DESCRIPTIONS (Continued from Page 1)

Waiver of subrogation applies to General Liability, Automobile Liability and Umbrella Liability policies when required by written contract, agreement or permit and subject to the provisions and limitations of the policy. Waiver of subrogation applies to the Workers Compensation coverage when required by written contract, agreement or permit and subject to the provisions and limitations of the policy where permissible by state law. The insurance company will provide 30 days notice of cancellation/non-renewal to the certificate holder if the policy is cancelled by the company.

*NAMED INSURED INCLUDE: Bergmann Architectural Associates, Inc.; Bergmann Engineering Associates, Inc.

APRIL 6, 2022

COMPREHENSIVE PLAN SUBSTANTIAL UPDATE Radnor Township



SUBMITTED TO

Kevin Kochanski,
Director of Community Development
Radnor Township
301 Iven Avenue
Wayne, PA 19087

SUBMITTED BY

Michael Baker

INTERNATIONAL

Michael Baker International
1818 Market Street, Suite 3110
Philadelphia, PA 19103

LETTER of Transmittal

Kevin Kochanski, Director of Community Development
Radnor Township
301 Iven Avenue
Wayne, PA 19087

RE: Proposal to Provide Planning Consultant Services
for Comprehensive Plan Update

Dear Mr. Kochanski:

Michael Baker International, Inc. (Michael Baker) has been partnering with communities for 80 years to solve their most complex challenges with a legacy of expertise, innovation, and integrity. We have a highly regarded local planning department with regional experience, nationally known leaders in the industry, and a multidisciplinary team well-versed in land use, multimodal transportation, economic development, urban design, community engagement, and public funding. The Comprehensive Plan Update will serve as the Township's roadmap to navigate growth and development in the context of demographic shifts, technological change, workforce dynamics, climate change, and the impacts of regional infrastructure development and investment. The Comprehensive Plan will ultimately create a long-term investment strategy for Radnor Township and establish an important agenda for successful implementation.

Michael Baker is proposing Hannah Clark, AICP as our firm's Project Manager for the Radnor Township Comprehensive Plan Update. Hannah brings extensive community planning and land use experience gained through both the public and private sectors. In addition to her professional experience, Hannah currently serves on the Planning Commission for the City of Allentown, PA. Hannah will lead a team of talented planners, designers, and engineers from our Pennsylvania offices in Philadelphia, Allentown, Harrisburg, and Pittsburgh. In addition, our team will serve as a portal to tap into the firm's extensive capabilities provided

through our network of offices throughout the nation.

Michael Baker is excited to be partnering with Connect the Dots (CTD) a WBE/DBE firm located in Philadelphia that specializes in stakeholder engagement and communications. CTD founder Marisa Denker will lead her team of experienced engagement experts to craft an insight-drive and iterative engagement process that fosters participation, builds capacity and trust, and collaboratively charts the course of the Township over the next ten years. CTD has a diverse base of clients from the City of Philadelphia to SEPTA to DVPRC to multiple communities in the greater Philadelphia and beyond.

Michael Baker looks forward to the opportunity of serving the Radnor Township community through its comprehensive planning process. Our proposal is enclosed for your review and consideration, and we welcome you to call or email Hannah Clark, AICP at 610-739-7560 or Hannah.Clark@mbakerintl.com should you have any questions.

Sincerely,



Lydia Grose
Office Executive
and VP

Hannah Clark, AICP
Project Manager



Michael Baker has been partnering with communities for **80 YEARS** to **SOLVE THEIR MOST COMPLEX CHALLENGES** with a legacy of *expertise, innovation, and integrity.*

FIRM EXPERIENCE & Qualifications

Michael Baker International (Michael Baker) has a rich legacy as a Pennsylvania-based, full-service planning and engineering firm. Founded in 1940 in Pittsburgh, the company has experienced continued growth and expansion throughout the US. With 90 offices and 3,000 employees, the firm specializes in all aspects of community and land use planning, transportation, environmental, engineering design, and traffic and operations engineering.

Michael Baker's Planning Practice located in our Philadelphia, Allentown, Harrisburg, and Pittsburgh offices is one of the largest – if not the largest – group of planners in Pennsylvania. The team includes **14 AICP-certified planners**, demonstrating our firm's commitment to planning excellence. Specializing in community and economic development, multimodal planning, equitable engagement strategies, climate action and resilience planning, and urban design, our planners work extensively throughout the Commonwealth and the Mid-Atlantic region for a range of initiatives, including comprehensive plans and extending to redevelopment studies, connectivity projects, access and mobility studies, demand and emissions modeling, market analyses, design guidelines, and zoning code rewrites.

Michael Baker's Urban Design Studio is a specialty within our Planning Practice and is staffed by a team of urban designers and landscape architects. Studio team members assist with projects by developing illustrative renderings, design guidelines, and form-based codes, and offer expertise on how to structure sustainable, healthy, and vibrant communities. For this project, Michael Baker will integrate experts from our Urban Design Studio, located in our Pittsburgh corporate headquarters, to provide a visual and illustrative approach to the Township's objectives. This approach will help the Township, its residents, and stakeholders visualize opportunities for future development and community planning projects and garner greater support for the Comprehensive Plan's implementation.



Susquehanna Township, PA,
Lingelstown Road:
*Urban Design Concept
Charrette*
created by Michael Baker's
Urban Design Studio, 2018

Michael Baker INTERNATIONAL

HEADQUARTERS

500 Grant Street
Suite 5400
Pittsburgh, PA 15219
412.918.4000
412.918.4001 FAX



Brian A. Lutes
Chief Executive Officer
Brian.Lutes@mbakerintl.com

PROJECT OFFICE

1818 Market Street
Suite 3110
Philadelphia, PA 19103
215.568.0539



PRINCIPAL-IN-CHARGE

Lydia C. Grose
Office Executive
Lydia.Grose@mbakerintl.com
215.430.5502



PROJECT MANAGERS

Hannah Clark, AICP
Hannah.Clark@mbakerintl.com
610.739.7560



Marisa Denker
marisa@connectthedots
insights.com
978-820-5352

Our subconsulting partner, **CONNECT THE DOTS**,

is a WBE/DBE firm that specializes in stakeholder engagement and communications. Connect the Dots has a wide range of experience working with public and private sector entities on designing engagement, communications and marketing strategies for projects including transportation, public realm, downtown redevelopment, street design, and strategic planning for clients including the City of Philadelphia, SEPTA, DVRPC, Center City District BID, South Street Headhouse District, Comcast NBC Universal, Lancaster City, Lansdowne Borough, Berks County, Delaware County, NJTPA, Jersey City, Montgomery County, Independence Blue Cross Blue Shield, and many more.

ORGANIZATIONAL CHART



Township of
RADNOR
PENNSYLVANIA

Project Manager

Hannah Clark, AICP

Principal-in-Charge

Lydia Grose

Land Use & Zoning

Troy Truax, AICP

Placemaking &
Urban Design

Pedro "Peter" Quintanilla

Sustainability &
Resilience

Rebecca Wetzler, AICP

Transportation &
Connectivity

Matt Bodnar, AICP

Community & Economic
Development

Vanessa Shamberg, AICP

Public Engagement &
Participation

Kirsten Compitello, AICP
Marisa Denker *
Mignon Verdell*
Sylvia Garcia *

Resource Protection
(Natural, Historic, Cultural)

Sara Pandl, AICP

Data Analysis,
Visualization & Mapping

Vickie Karandrikas

Community Facilities

Chris Stanford, AICP, PE



Hannah Clark, AICP Project Manager

Yrs. Experience: 12

Education:

- University of California, Berkeley, 2014, Master's in City Planning
- Brandeis University, 2009, BA Environmental Studies, Minor in Spanish



Planner with over 10 years of urban planning experience in the public, private, and philanthropic sectors. She has extensive technical expertise in community and strategic planning, having developed and led plans to support inclusive, equitable, and resilient neighborhoods, cities, and regions.

South Whitehall Township Comprehensive Plan Update. South Whitehall Township, PA. Project Manager.

Lackawanna Luzerne Comprehensive Plan and Long-Range Transportation Update. Luzerne and Lackawanna Counties, PA. Project Manager.

Monroe County (NY) Government Operations Climate Action Plan. Monroe County, NY. Senior Planner.

James City County Design Guidelines. James City County, VA. Senior Planner.

Liberty Bell Trail Feasibility Study. Upper Gwynedd Township, PA. Public Engagement Lead.

Emmaus Borough (PA) Zoning, SALDO, and Official Map Update. Emmaus, PA. Project Manager.

Chambersburg Borough Comprehensive Plan. Chambersburg, PA. Project Manager.

Susquehanna Township Comprehensive Plan. Susquehanna Township, PA. Project Manager

Lower Allen Township Comprehensive Plan. Lower Allen Township, PA. Project Manager.

Susquehanna Township Zoning, SALDO, and Official Map Updates. Susquehanna Township, PA. Project Manager

Martinsburg Zoning and SALOD Rewrites. City of Martinsburg, West Virginia. Project Manager.

Troy Truax, AICP Land Use & Zoning

Yrs. Experience: 26

Education:

- M.S., 1996, Geography/Environmental Studies, Shippensburg University
- B.A., 1994, Geography and Urban Planning, Shippensburg University



Certified planner specializing in land use planning, economic development, brownfield and urban revitalization planning, transit-oriented development, strategic planning, and public funding.

Peter Quintanilla Placemaking & Urban Design

Yrs. Experience: 26

Education:

- M.S., 1996, Geography/Environmental Studies, Shippensburg University
- B.A., 1994, Geography and Urban Planning, Shippensburg University



Urban Design Studio Lead with extensive experience working with communities and cities worldwide and in the urban design of master plans and code writing.

Allentown Hospital Reuse Feasibility Study. Lehigh Valley Economic Development Corporation, Allentown, Pennsylvania. Charrette Lead / Senior Designer.

Harrisburg State Hospital Master Plan, Dauphin County Redevelopment Authority, Pennsylvania. Charrette Lead / Senior Designer.

Forbes Avenue Regeneration Design, Pittsburgh, Pennsylvania Pittsburgh Downtown Partnership. Designer.

Susquehanna Township Comprehensive Plan, Susquehanna Township, Pennsylvania. Susquehanna Township, Dauphin County, PA. Charrette Lead / Senior Designer.

Walnut Bottom Corridor Master Plan, Carlisle, Pennsylvania South Middletown Township. Charrette Lead/Designer.

Rebecca Wetzler, AICP Sustainability & Resilience

Yrs. Experience: 14

Education:

- M.C.P., 2011, City Planning, Transportation Concentration, University of Pennsylvania
- M.S., 2008, Urban Education, Mercy College
- B.S., 2006, Psychology, Trinity College, Hartford, CT

***Planner with experience** in mitigation planning, as well as developing and implementing best practices with regards to security and emergency preparedness.*



Hazard Mitigation Planning, Multiple Counties, Pennsylvania. Various Emergency Management and/or Planning Commissions. Project Manager.

Community Engagement and Risk Communications (CERC), Nationwide. FEMA. Senior Planner.

Community Engagement & Risk Communication for Resilience Action, Region III, Nationwide. FEMA. Senior Planner.

Rail Transit Safety Review Program (RTSRP), Philadelphia, Pittsburgh, Johnstown, Pennsylvania. PennDOT. Planner.

Threat & Vulnerability Assessment, New Jersey and Pennsylvania. DRPA. Planner.

Matthew Bodnar, AICP, PP Transportation & Connectivity

Yrs. Experience: 10

Education:

- M.C.R.P., 2013, City and Regional Planning, Rutgers University
- B.A., 2011, Urban Studies, Fordham University

***Multimodal transportation planner** specializing in community engagement, transit planning, bicycle/pedestrian safety, field data collection in the field, and technical analysis and GIS mapping.*



NEXTransit Long-Range Transportation Plan, Allegheny County, Pennsylvania. Port Authority of Allegheny County. Transportation Planner.

Chester County Trans Survey Analysis. Chester County. Project Manager.
Public Transit Demand and Post-Pandemic Mobility Planning Study. PennDOT, Central Office. Transportation Planner.

Cottman Ave Final Design. City of Philadelphia. Transportation Planner.

Cramp Elementary Slow Zone, Philadelphia, Pennsylvania. City of Philadelphia. Transportation Planner.

Vanessa Shamberg, AICP Community & Economic Development

Yrs. Experience: 12

Education:

- M.B.A., 2018, Business Administration, The Pennsylvania State University, Harrisburg Campus
- B.A., 2010, Politics & Business Administration, Messiah College

***Economic Development Specialist** specializing in economic development, community planning, comprehensive plans, market studies, feasibility studies, and consolidated plans.*



Harrisburg State Hospital Master Plan, 2020. Dauphin County Redevelopment Authority, Harrisburg, Pennsylvania. Planner.

NASA Stennis Space Center Enterprise Park Market Feasibility, 2020. NASA, Hancock County, Mississippi. Planner.

Northern Pennsylvania Tri-County Comprehensive Plan, 2018-2019. Cameron, Potter, and McKean Counties, Pennsylvania. Assistant Project Manager.

Southeastern PA Regional Transportation Local Funding Options Study, 2020-2021. Delaware Valley Regional Planning Commission, Pennsylvania. Assistant Project Manager.

Susquehanna Township Comprehensive Plan with Urban Design Element, 2018-2019. Susquehanna Township, Pennsylvania. Assistant Project Manager.

Kirsten Compitello, AICP Public Engagement & Participation

Yrs. Experience: 10

Education:

- M.A., 2012, Cultural Anthropology, Columbia University
- B.Arch., 2006, Architecture, University of Notre Dame

Urban Designer focusing on community engagement, design guidelines, neighborhood revitalization plans, new town master plans, downtown strategic plans, transit-oriented development, and more.



Sykesville Master Plan Update. Town of Sykesville. Planner.

Route 119 Multimodal Transportation Study. PennDOT, Indiana, Pennsylvania. Planner.

Main Street Imperial Revitalization. Findlay Township, Pennsylvania. Project Manager.

NEXTransit Long Range Transportation Plan. Port Authority of Allegheny County. Planner.

Allentown Hospital Reuse Feasibility Study. Lehigh Valley Economic Development Corporation. Allentown, Pennsylvania. Urban Designer.

Marisa Denker, Connect the Dots Public Engagement & Participation Support

Yrs. Experience: 10

Education:

- Fulbright, MA (Design Practice), first class honors, Dublin University, 2015
- BA (Urban Studies, minor in English), summa cum laude, University of Pennsylvania, 2014

Founder and CEO of Connect the Dots with expertise in consultation design, user-first planning, strategic communications, stakeholder management and project management.



SEPTA Regional Rail Master Plan, Philadelphia, PA

DVRPC Regional Racial Mobility Study, NJ & PA

Center City District, Dilworth Park Wintergarden Study, Philadelphia, PA

South Street Headhouse District, Recovery and Streets Planning - Stakeholder Engagement, Philadelphia, PA

City of Philadelphia, Rebuild Initiative Engagement On-Call (Remote and Regular Engagement Toolkits), Philadelphia, PA

Mignon Verdell, Connect the Dots Public Engagement & Participation Support

Yrs. Experience: 9

Education:

- BA, Sociology, Thomas Edison State College, 2013

Non-profit services professional with over 15 years of experience in program design and implementation and operations.

Connect the Dots, '22 –present, Senior Associate

Social Impact & Small Business Development Consultant, '19 – '22

Office of Councilmember at-Large Kendra Brooks, '21, Special Assistant

The Galman Group, '18 – '19, Marketing & Leasing Coordinator

Philadelphia Youth Network, '13 – '18, Project/E3 Grant Manager



Sylvia Garcia, Connect the Dots Public Engagement & Participation Support

Yrs. Experience: 10

Education:

- Leadership Certificate Program, Nonprofit Executive Leadership Institute. Bryn Mawr College, 2022
- Master of Strategic Thinking, Tec de Monterrey, Mexico. Double Master's degree in International Relations at Sciences Po Toulouse, France, 2013
- Bachelor of Economics, Minor in Community Development, Universidad de Monterrey, Mexico, 2008

Bicultural, multilingual social impact professional with experience planning informed and creative engagement and public participation.



THE TEAM

Connect the Dots, '22 – present, Project Manager of Community Engagement
Tec de Monterrey, '16 – present, Adjunct Professor, School of Social Sciences

Sara Pandl, AICP Resource Protection (Natural, Cultural, Historic)

Yrs. Experience: 36

Education:

- Certificate, Landscape Architecture, University of California, Berkeley, 1985
- B.A., Environmental Studies, University of California, Santa Barbara, 1980

Certified planner with professional experience in resource protection, land use and zoning, design review, and strategic planning.



Lower Macungie Township, Director of Planning and Community Development
2009 –2019. Responsible for overseeing the Planning Department including
Permits, Zoning, Code Enforcement divisions.

Pandl and Associates, Planning Consulting, owner, 2002-2009. Pandl and
Associates was a small-scale planning firm providing professional land use
planning services to Lehigh Valley municipalities, Wildlands Conservancy and
Lehigh County Conservation District.

Vickie Karandrikas Data Analysis, Visualization & Mapping

Yrs. Experience: 26

Education:

- B.A., 2015, Corporate Communications, Elizabethtown College
- A.A., 1996, Graphic Design, Pennsylvania College of Art & Design

Communications specialist with expertise in graphic design, social media
strategy and public involvement.



Walnut Bottom Corridor Master Plan, Carlisle, Pennsylvania.South Middleton
Township. Graphic Designer.

Lackawanna Luzerne Plan Update.Luzerne County, PA. Graphic Designer.
Martinsburg Ordinance Rewrites, Martinsburg, West Virginia.City of
Martinsburg, West Virginia. Graphic Designer.
Sykesville Master Plan Update.Town of Sykesville. Graphic Designer.

Christopher Stanford, AICP, PE, PTOE, PMP Community Facilities

Yrs. Experience: 27

Education:

- Master's Certificate, 2007, Project Management, University of Pittsburgh,
Katz Graduate School of Business
- M.S., 2001, Civil Engineering, Villanova University
- B.S., 1994, Civil Engineering, Lafayette College

Almost 30 years of diversified transportation engineering experience
*encompassing trail and greenway design, highway design, bridge design,
traffic engineering, and safety studies.*



Coopersburg Borough On-Call Engineering Services. Coopersburg Borough, PA.
Senior Engineer/Planner.

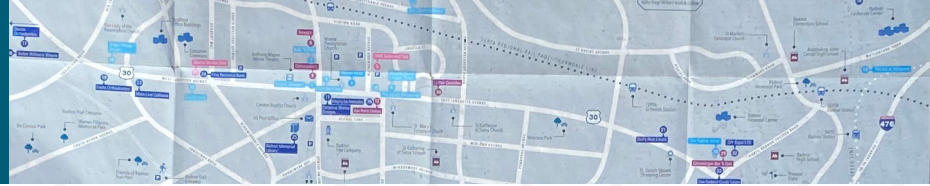
Coopersburg Streetscape Phases 2, 3, 4, 5 and 7, Coopersburg, Pennsylvania.
Coopersburg Borough. QA/QC Engineer.

Doylestown Township On-call Engineering Services (2012 to present).
Doylestown, PA. Project Manager/Engineer.

Covered Bridge Park Playground Renovation. South Whitehall Township, PA.
Project Manager.

South Whitehall Township Comprehensive Plan Update. South Whitehall Town-
ship, PA. Senior Planner/Engineer.

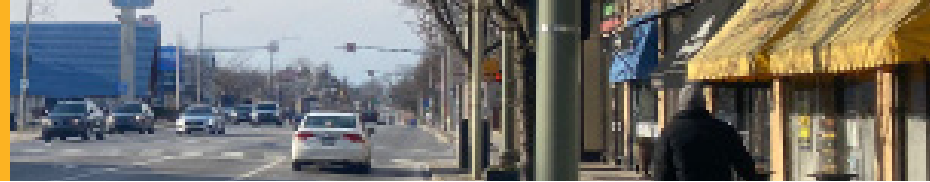
MUNICIPAL EXPERIENCE



Experience	Location/Population Size	Key Planning Themes/Issues	
Lower Allen Township Comprehensive Plan (Completed 2019)	Lower Allen Township, PA <i>19,935 residents</i>	<ul style="list-style-type: none"> Enhance existing neighborhoods and community parks Balance of open space preservation and development/redevelopment 	<ul style="list-style-type: none"> Pedestrian and bicycle connections Improve and maintain transportation infrastructure
Sustainable Susquehanna 2030 Comprehensive Plan (Completed 2019)	Susquehanna Township, PA <i>24,945 residents</i>	<ul style="list-style-type: none"> Redevelopment and reinvestment Parks and recreation Pedestrian/bicycle connections 	<ul style="list-style-type: none"> Transportation safety/mobility Neighborhood character Community events and celebrations
Walnut Bottom Corridor Master Plan (Completed 2020)	Carlisle, PA <i>19,198 residents</i>	<ul style="list-style-type: none"> Sustainable Growth Create a well-designed and more accessible destination 	<ul style="list-style-type: none"> Leverage public and private investment to create a vibrant corridor
Chambersburg Vision 2035 Comprehensive Plan (2021 to Present)	Chambersburg Borough, PA <i>20,831 residents</i>	<ul style="list-style-type: none"> Diversity and equity Housing Transportation and connectivity 	<ul style="list-style-type: none"> Economic opportunity and redevelopment
South Whitehall Township Comprehensive Plan Update (2021 to Present)	South Whitehall Township, PA <i>21,000 residents</i>	<ul style="list-style-type: none"> Resource protection Community utilities Community facilities 	<ul style="list-style-type: none"> Housing Transportation Future land use and growth
Lancaster Comprehensive Plan Citizens Planning Committee (2021 to Present) *	Lancaster City, PA <i>59,433 residents</i>	<ul style="list-style-type: none"> Diversity and Inclusion Future Land Use and Growth Housing 	<ul style="list-style-type: none"> Transportation, Safety and Accessibility Economic Opportunity
Lansdowne Comprehensive Plan (2019 to Present) *	Lansdowne, PA <i>10,638 residents</i>	<ul style="list-style-type: none"> Sustainability Community Facilities Future Land Use and Growth 	<ul style="list-style-type: none"> Transportation Community Connection Economic Growth
Gather in the Circle Placemaking (2020 to 2022) *	Newtown, PA <i>1,957 residents</i>	<ul style="list-style-type: none"> Placemaking Transportation Safety and Mobility 	<ul style="list-style-type: none"> Recreation Community Events and Celebrations
Concord: Voice Your Vision (2020 to 2022) *	Concord Township, PA <i>17,231 residents</i>	<ul style="list-style-type: none"> Transportation and Connectivity Community Facilities Parks and Recreation 	<ul style="list-style-type: none"> Placemaking Community Engagement Infrastructure

* Connect the Dots project

PROJECT APPROACH



Radnor Township is a premier Main Line community with a nationally recognized educational system, dynamic economic growth that is inclusive of mom and pop Main Street shops to large-scale development of new lab and office space, and an exceptional quality of life supported by a strong tax-base and committed community. The Comprehensive Plan Update is an opportunity to build upon these strengths as well as address future challenges and opportunities to support sustainable growth and development over the next ten years. Key to the Plan Update's success is an engaged community that is actively participating in and committed to supporting implementation. Ongoing and authentic community engagement will be paired with a thoughtful technical approach that incorporates key considerations such as future land uses and development, climate change and sustainability, economic shifts due to the future of work and a changing market, and regional investments in large scale infrastructure to address transportation and mobility, stormwater management, and climate impacts.



Task 1: Project Management & Coordination

Throughout the course of the planning process, Michael Baker will focus on maintaining open lines of communication and fostering coordination. To maintain proactive communications, Michael Baker will schedule and facilitate bi-weekly meetings with the Township to obtain relevant project information and documentation, review draft submissions, and identify and address issues or concerns that may impact the project's progress and successful completion. Michael Baker will also provide monthly project status reports with billing invoices to the Township outlining the tasks that were completed and a summary of upcoming activities and critical milestones.

Task 1.1 – Project Kick-off Meeting and Field Tour

At the outset of the project, Michael Baker and Connect the Dots will schedule and facilitate a Kick-off Meeting with Township staff. In addition to serving as a formal introduction of the project team, the Kick- Off Meeting will include a discussion of planning expectations, goals, and objectives, as well as the plan for internal communications, to include communication format and schedule, file sharing, and document review processes.

As part of this, we will include an On/Off the Table workshop: an alignment session for the engagement team to connect with the project leads to determine the scope, aims, and goals of the project and where the team can most benefit from citizen involvement and insight. We pay close attention to what points of the project are most feasible to focus public input as well as items outside the scope

of the project that should be avoided. The goals of on/off the table workshops are to prioritize transparency, accountability, and focus amongst the project team.

On the same day as the Kick-off Meeting, we will conduct a field tour of Radnor Township with Township staff. Aspects of the tour will include observations of land use, neighborhoods and housing, the economic base, walkability, and accessibility in terms of multimodal connectivity. Key destinations including regional SEPTA stations, Main Street districts, educational hubs, and economic centers like the Penn Medicine campuses and Radnor Corporate Center, will be identified and visited during the tour.

Task 1.2 – Project Management Planning

Michael Baker's Project Manager, Hannah Clark, AICP, will be responsible for developing and managing the Project Roadmap and Internal Communications Work Plan.

DELIVERABLES:

- Kick-Off Meeting: On/Off the Table Workshop and Field Tour Summaries
- Internal Communications Work Plan
- Project Roadmap
- Bi-Weekly Status Calls
- Monthly Invoices and Milestone Reports



Task 2: Comprehensive Plan Update Committee

An active steering committee is a critical element of any successful planning process. We look forward to working with Radnor Township to establish the Comprehensive Plan Update Committee (CPUC) to reflect the stakeholders, interests, and priorities of the community. The CPUC will be engaged from Plan initiation through implementation and will serve as an advisory body and key community sounding board to ensure the Plan reflects, prioritizes, and balances the interests of the Radnor community.

Task 2.1 – Facilitation of CPUC Meetings

Our Team will conduct an initial meeting with Township staff and the CPUC to introduce the consultant team and review the planning process. In addition, the first meeting will be used to begin the issue identification process via a "treasures and challenges" facilitated exercise. During this simple but powerful exercise, Michael Baker will begin to capture the core assets of Radnor to be preserved and built upon, as well as the core challenges to address over the next 10 years.

Following CPUC Meeting #1, Michael Baker will engage the CPUC nine (9)

PROJECT APPROACH

additional times to meet and discuss the project's progress relative to the schedule. This equates to bi-monthly meetings; however, typically we find CPUC engagement front loaded during the beginning of the planning process. The schedule for CPUC meetings will be determined in conjunction with the Committee and Township staff.

DELIVERABLES:

- Nine (9) CPUC Meetings to Include Meeting Materials and Meeting Summaries



Task 3 : Public Engagement

Our team believes that authentic public engagement and participation is the heart of the planning process. Our public engagement processes are based in learning from and listening to the community to inform how we work together to establish, develop, and implement the Plan and ensure it is a roadmap that reflects the many voices in the planning process.

We will bring a range of public events and pop-ups, online tools, and opportunities for community capacity building that will facilitate constructive dialogue between decision-makers, planners, and all segments of the public to ensure the entire community mutually shape the vision for the Township.

Task 3.1 – Engagement Audit

Our team views this Comprehensive Plan process is an opportunity to build an even more robust engagement ecosystem for Radnor that can continue after the project lifecycle. As part of our initial work, we would first do an Engagement Audit: working with to the Township to catalogue the township's existing outreach and engagement mechanisms and tactics. This includes committees, departments and internal roles, partnerships, communications channels, and key information hubs that are organization driven. We will look for potential areas of alignment and conflict within this. We will also begin to note key demographics reached or missing in engagement outcomes. The Engagement Audit will enable us to work together to activate different strands of the ecosystem to support a robust engagement process for the plan.

Task 3.2 – Stakeholder Focus Groups

Focus groups are an important tool to begin the public engagement process through small group discussions. The focus groups will help the project team gather qualitative information to support the development of the community survey, and to gather additional local knowledge that may not be evident through a baseline data analysis.

To ensure equitable representation of the individuals invited to participate, we are proposing a two-pronged approach for the focus groups:

Community Leaders, Stakeholders, and Businesses: Our team will conduct up to 6 virtual focus groups to interview community leaders, stakeholders, and businesses over a two-week period. The target audience for this set of focus groups is the “typical” key stakeholder. For example, large employers, civic organizations, economic development organizations, the county, neighborhood organizations, places of worship, etc.

Engaging with “Hard to Reach” and Historically Marginalized Communities: To ensure equitable representation during Task 3.3, our team will coordinate with the CPUC to obtain their recommendations/guidance on the most effective approach to successfully engage marginalized groups. We will coordinate up to 6 additional focus groups with groups and individuals who historically have not engaged in or have been marginalized in planning processes.

Task 3.3 – Public Engagement & Communications Work Plan

Building awareness, promoting educational and informative resources, and generating community conversations across a variety of platforms is essential to a community-based planning process. Our team will create a public involvement and promotion plan, to be known as the Public Engagement & Communications Work Plan, that formulates a marketing strategy for the planning process. This plan will be crafted specifically for Radnor Township and will focus on print and digital media tools and the key methods of engagement. This planning document will further refine the timeframe and expectations for engagement, the entities involved, and the activities recommended by the project team following initial discussions with community partners.

We recognize the importance of the inclusion of communities' voices across perspectives and backgrounds and will provide a diversity of methods for conversation, capacity building, and action.

Task 3.4 – Public Awareness and Community Building

As an initial kickoff to inform the larger community of the comprehensive plan update process, our team will conduct pop-up events in neighborhoods and at public events across the Township at locations to be determined in coordination with the Township and CPUC. The pop-up method enables us to best meet people where they are. The display tables with posters and creative activities will be staffed by our team members to help spark interest in the community and to answer questions about the planning process. We will also introduce the community survey providing iPads and hard copies to complete it. This initial public engagement effort will include up to 10 individually staffed tables for two hours each over a period of 2 to 3 days. We will also provide the table set-up to Township staff for additional displays as warranted.

Task 3.5 – Community Survey

Our team will develop and administer an online community survey using our SurveyMonkey subscription account. The survey questions will be drafted

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based on the findings from the data collection and focus groups in order to obtain additional inputs and insights from the public on the most prevalent issues and opportunities in the Township. The online survey will be available electronically as well as in hardcopy and can be translated into additional languages as identified by the Township. The survey will be ready at the start of Task 3.4. Accordingly, our team will have iPads and hard copies available at the display tables to enable citizens to take the survey on-demand.

Task 3.6 – Community Visioning & Urban Design Workshops

The capstone of our public engagement and participation efforts is known as Community Visioning, an intensive multi-day or multi-week series of public events targeted to engage the public at-large in meaningful conversations about key issues and to begin the consensus building process to ultimately support policy decisions and implementation action items. As a general scope, we propose the following:

Week 1: Conduct an initial introduction workshop via Zoom streamed to Facebook Live. At this short meeting, the Township and our team can provide context surrounding the planning process and provide a brief overview of how to get involved and the schedule of upcoming engaging activities and events. The recorded session can be made available on the Comprehensive Plan webpage and the social media pages.

Weeks 1-2 (Task 3.4): At outdoor locations, our team will staff up to 10 pop-ups over the course of 2 to 3 days to help spread awareness of the planning process and public input events. Additionally, the materials can be provided to the Township to set up additional display tables.

Week 3: Conduct three public listening workshops on three different days and times. One event will be held virtually and two, tentatively, will be hosted in-person. While the workshops will be open to the public, RSVPs will be encouraged to help the team plan for breakout room discussion groups on a number of topics, such as sustainability and adapting to a changing climate, economic development and the future of work, walkability/neighborhood connects, future land use and growth.

Weeks 4-5: Conduct two 2-day urban design workshops focusing on a maximum of six locations in the Township, and look at opportunities and challenges in areas such as sustainability, development/redevelopment, mobility, safety, and economic development. The site locations of interest for this event will be confirmed with the Township and CPUC and informed by the focus group findings. In addition to the session being open to the public, we recommend that a targeted group of stakeholders is invited to participate, including property owners of the identified site locations. Registration will be required. A public presentation will also be held during Week 5 to report out the outcomes of the design workshops.

Following the conclusion of Visioning Week, our team will prepare an interim Public Engagement Report inclusive of focus groups, the Community Survey, pop-up events, Community Visioning, and the Urban Design workshops. An Executive Summary of the interim report will also be produced as a way to share updates with the public in a more accessible way.

DELIVERABLES:

- Engagement Audit
- Public Engagement and Communications Work Plan
- Marketing and Communications materials
- Project website (if requested by Township)
- Up to twelve (12) Focus Groups
- Up to ten (10) pop-up events to build public awareness
- Community Survey (online and via hard copies; translated as needed)
- All activities, meetings, and materials encompassing Community Visioning and the two (2) 2-day Urban Design Workshops
- Pop-Up in a Box
- Public Engagement Report (Interim)
- Public Engagement Report - Executive Summary for Public Distribution



Task 4 : Research & Analysis

Understanding the demographic and socioeconomic trends in the community is critical to ensuing steps and, ultimately, to the prioritization of issues and recommendations. As part of Task 4 our team will create a community profile of Radnor Township to provide a foundational baseline of historical trends, existing conditions, and projections.

Task 4.1 – Literature Review & Coordination

Michael Baker will review the plans, as referenced in the RFP, and other pertinent studies collected at the initial Kick-off Meeting to outline existing goals and initiatives undertaken by the Township. Understanding the Township's progress in terms of implementing action items identified in the various plans and other policy efforts will be key to evaluating the relevancy of maintaining goals or redirecting efforts and resources.

Task 4.2 – Data Analysis & Mapping

Our team has concise models for presenting data in readable, user-friendly formats that have been refined by our work across various planning initiatives. We also enlist the support of our graphic designers to prepare infographics. Our team will work closely with the Township and CPUC to understand where new research and data analysis is needed. Data collected will include, but is limited to, the following:

PROJECT APPROACH

- Demographic & Economic Projections
- Environmental Conditions Analysis
- Transportation Networks Analysis
- Assessments of Quality-of-Life Analysis Geospatial Elements

The data analysis will be compiled into the Radnor Township Community Profile. This report will be submitted as a draft to the Township for review and comment. Once finalized, the document will be shared with the CPUC for their input and feedback.

Task 4.3: Regional Trends

Utilizing the Delaware County 2035 Plan as a guide, our team will assess and analyze regional trends to understand the impacts on the Township's land use and development, open space and recreation, economic development, transportation and mobility, housing trends, and socioeconomic and demographic patterns and projections. These findings will be incorporated into the Community Profile highlighting the importance of coordinated regional planning efforts.

DELIVERABLES:

- Radnor Township Community Profile



Task 5 : Vision Statement, Issues Prioritization & Development Objectives

The public engagement and research and analysis tasks will inform the issue identification process and ensure the community is a true collaborator and co-creator of the Plan's key issues and priorities. In Task 6, our team will utilize these findings and outcomes to guide discussions and prioritize the issues with the Township, CPUC, and the larger community.

Task 5.1 – Drafting Plan Vision, Key Issues, and Development Objectives

The project team will bring the preliminary findings to the CPUC for discussion and refinement to ultimately determine the vision, key issues, goal statements, and development objectives that will be covered in the comprehensive plan update based on community input.

The project team will work with the CPUC to create an initial draft of the Plan's vision, key issues, goal statements, and development objectives.

Our team will utilize digital outreach and community networks to share the draft Vision statement, key issues, goal statements, and development objectives to ground truth that it aligns and furthers community priorities. Social media tools, the Comprehensive Plan Update website, and a potential 'call to action' promotional video will assist in elevating the information and receiving input.

Task 5.2 – Development & Analysis of Policy Alternatives

With the identification of the Plan Update's vision, core issues, values, and development objectives, our team will work with the Township and CPUC to confirm the policy areas for the Technical Working Groups that will be responsible for development implementable action plans for each policy area. In direct coordination with the Technical Working Groups, our team will support the development of policies, projections, and scenario development.

DELIVERABLES:

- Draft Vision, Key Issues, Goal Statements, and Development Priorities
- Policy Area Action Plans



Task 6 : Comprehensive Plan Development

The focus of the Radnor Township Comprehensive Plan Update will be on the relevant, prioritized community issues identified through the robust engagement process and operationalized through concrete, achievable implementation strategies to advance the Plan's vision and goals.

Task 6.1 – Written Plan

The development of the written plan will take five (5) months to draft and refine to give our team time to further research existing conditions of the issues and to more fully develop the strategies and action items. During this period, our team will remain in close communication with the Township, CPUC, and community stakeholders. As part of the final deliverables for the Comprehensive Plan, our team will incorporate the following:

Draft and Final Comprehensive Plan Update: An accessible document that provides the Plan's objectives, policies, and implementation actions in a clear, concise, and in a clear and concise manner. The planning process will be well-documented to highlight the community's ownership and role in creating the Plan. The highly graphical and visual Plan will be a living document, with a detailed implementation framework that provides key information on roles, responsibilities, and funding of each implementation action.

Executive Summary: Our team will prepare an Executive Summary, either in print or an online format. In recent years, many communities have preferred graphical online ArcGIS StoryMaps, which we are skilled at creating.

Framework for Plan Implementation: A detailed implementation plan will be prepared and categorized by issue. The Plan will lay out specific action items, the lead stakeholders to advance the actions, timeframe for implementation, and sources of funding. In addition, the implementation plan will outline budget implications, prepared in close coordination with the Township, policy and regulatory recommendations to include zoning, subdivision and land development ordinances, and urban design principles.

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Finally, a funding strategy for Comprehensive Plan Update actions will be created to serve as a roadmap for the Township to pursue grant funding and other opportunities to support the Plan's initiatives. Each action will identify the associated available funding sources and the entities and/or partners to help support the efforts. Michael Baker's Economic Development Specialist Vanessa Shamberg, AICP has supported communities across the Commonwealth in grant applications and funding strategies to move their plans into implementation and will lead the development of the Township's funding strategy.

Based on the engagement audit and learnings from the various engagement methods during the course of comprehensive planning process, we will include recommendations for best-fit engagement architecture for Township going forward. This will share suggestions for best-fit community engagement methods, protocols, committees, and communications. It will also include suggested metrics for defining and measuring success of future engagement, both in implementing the comprehensive plan and for future projects. Our recommendations will work to ensure the Township's future engagement efforts maximize efficiency and prevent duplicated efforts/unnecessary work.

Future Land Use Map: A map that will be based on the Comprehensive Plan's recommendations for changes to the Zoning Ordinance, land use and development policies, and other related policies to future development in the Township.

DELIVERABLES:

- Draft Comprehensive Plan
- Executive Summary
- Framework for Plan Implementation and Funding Strategy
- Future Land Use Map

acceptable for public presentation

Task 7.2 – Community Conversations

Community buy-in and ownership of the Comprehensive Plan Update is of prime importance, and community voices will be reflected in the Comprehensive Plan draft that is put forward. In order to continue community engagement and excitement around the Plan, our team proposes up to three (3) Community Conversations on the draft plan coordinated with the Township and CPUC. The Community Conversations will take place in different areas across the Township, and will provide a clear and concise overview of the draft Plan and will provide an opportunity for two-way open communication on the Plan and its key components. We propose this process takes place during the official 45-day public comment period mandated by the MPC.

The Comprehensive Plan website will serve as a central hub for reviewing the draft Plan and receiving comments from across the community. Coordination with key community-based institutions such as the public library and recreation center will provide hardcopy feedback forms.

Task 7.3 – Adoption Process

Our team will assist the Township Planning Commission and Township Board of Commissioners with submitting, adopting, and filing the Comprehensive Plan pursuant to the requirements of the MPC. As part of this process, our team will present the Plan during the Planning Commission public meeting to introduce the draft plan and submit to the Board of Commissioners for consideration and adoption. Our team will then attend the public hearing held by the Board of Commissioners following the 45-day public comment period. Any revisions received during the 45-day public comment period and accepted by the Board of Commissioners will be incorporated into the final document.

By the time of adoption by the Board of Commissioners, it is envisioned that the community will see themselves as the true owners and co-creators of the Plan. They will be excited and ready to partner with the Township, community organizations, and stakeholders from across their community to bring their future vision into reality.

DELIVERABLES:

- Final Comprehensive Plan
- Up to three (3) Community Conversations
- One (1) complete electronic copy of the final plan in PDF format
- Electronic copy in editable format of all materials, research, data, and GIS shape files prepared for the project
- Fifteen (15) hard copies in color, inclusive of maps printed at a size acceptable for public presentation



Task 7: Final Plan & Adoption

Task 7.1 – Final Plan

Michael Baker will prepare the final Radnor Township Comprehensive Plan Update and an accompanying executive summary. The Plan will be prepared in non-technical, easy-to-understand text format, complemented with visuals, graphics, maps, and other visual enhancements. Michael Baker will provide the Township with the following:

- One (1) complete electronic copy of the final plan in PDF format
- Electronic copy in editable format of all materials, research, data, and GIS shape files prepared for the project
- Fifteen (15) hard copies in color, inclusive of maps printed at a size

REFERENCES

DAVID MANHARDT, AICP

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Bureau Chief of Community Planning

City of Lancaster

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dsmith@cityoflancasterpa.com



EQUAL OPPORTUNITY, CONFLICTS OF INTEREST & INSURANCE COVERAGE

Equal Opportunity:

Our strength comes from our ongoing commitment to attracting training and retaining a diverse workforce that represents the diversity of both our industry and communities. Michael Baker International (“Michael Baker”) is an equal opportunity employer and is committed to a policy of nondiscrimination in all employment policies, practices and other aspects of employment.

Michael Baker does not and will not discriminate against any applicant or employee regardless of race, religion, color, national origin, sex, age, marital status, citizenship, creed, sexual orientation/gender identity or expression, or status as a protected veteran and/or individual with a disability or any other basis protected by federal, state, and local law.

Michael Baker’s policy manual covers action plans, programs, and training.

Michael Baker is committed to supporting the project with competitive DBE development and the allocation of experience to new, small, and disadvantaged businesses. We have successfully teamed with highly qualified D/M/WBE firms and request no reduction in the DBE participation goals for this contract.

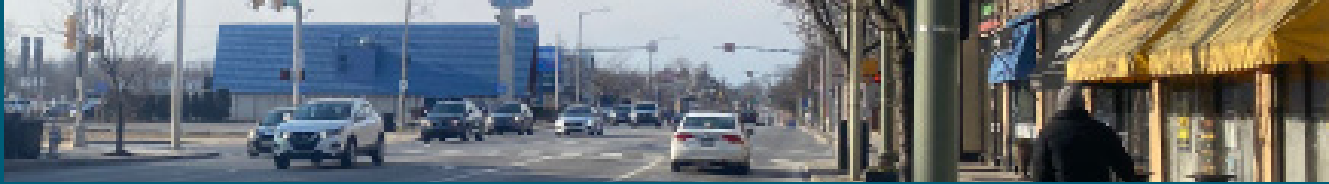
Conflicts of Interest:

Michael Baker International has reviewed the RFP and determined to the best of our knowledge, Michael Baker International does not have a conflict of interest, appearance of a conflict, or a potential conflict of interest that would impact our involvement in this project.

Insurance Coverage:

Michael Baker acknowledges and understands the contract insurance requirements. Upon award of the contract, Michael Baker will comply, and issue the documents and amounts specified.

FEE PROPOSAL



Michael Baker is providing the following Fee Proposal that includes a listing of project tasks and associated project costs. The total fee for the proposed scope of work will not exceed \$194,204 which includes labor and all other direct expenses. These costs are show below according to our task approach.

Our billing method is typically Fixed Price. We can also accommodate other structures if desired. Billing can be set up to occur in regular monthly increments, or tie the billing schedule to percent complete and timed in coordinate with deliverables.

TASK DESCRIPTION	TOTAL HOURS	COST
Task 1: Project Management & Coordination	40	\$4,833
Task 2: Comprehensive Plan Update Committee	116	\$16,535
Task 3: Public Engagement	256	\$35,854
Task 4: Research & Analysis	104	\$14,901
Task 5: Vision Statement, Issues Prioritization & Development Objectives	152	\$21,852
Task 6: Comprehensive Plan Development	216	\$29,704
Task 7: Final Plan & Adoption	24	\$2,900
TOTAL for Michael Baker	908	\$126,579
TOTAL for Subconsultant - Connect the Dots	440	\$65,125
Other Direct Costs (ODCs)		\$2,500
TOTAL PROJECT COST	1,348	\$194,204

We Make a Difference.



Michael Baker

INTERNATIONAL

SUBMITTED BY:

Michael Baker International
1818 Market Street, Suite 3110
Philadelphia PA 19103