

Radnor Township Comprehensive Plan Substantial Update

BERGMANN

OFFICE: 181 WASHINGTON ST, SUITE 430
SIX TOWER BRIDGE
CONSHOHOCKEN, PA 19428

PHONE: 484.567.7687

EMAIL: DSCHWARTZ@BERGMANNPC.COM

WEB: WWW.BERGMANNPC.COM



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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

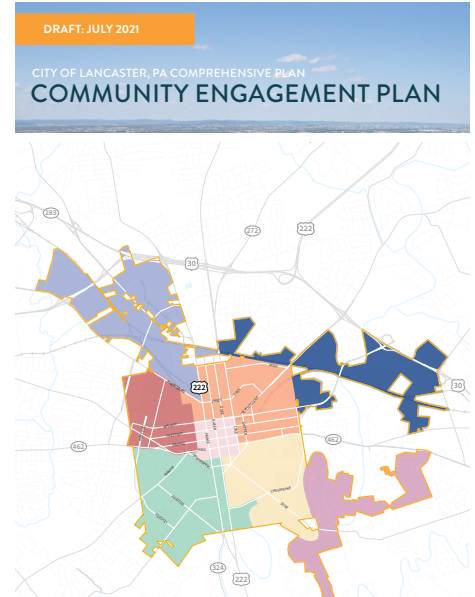
2. CITY OF LANCASTER COMPREHENSIVE PLAN

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

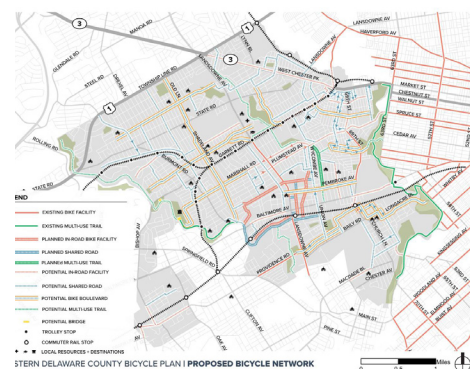
This project assessed bicycle routes, key destinations, and biking potential in this region. The overall goal is to connect residents to areas of interest including the City of Philadelphia’s bicycle system, schools, transit stations, recreational facilities, parks, and businesses through an on- and 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

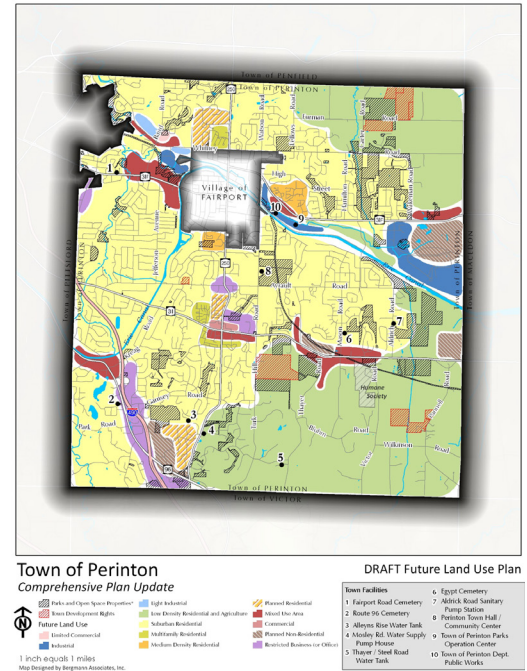
Town of Perinton, NY

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

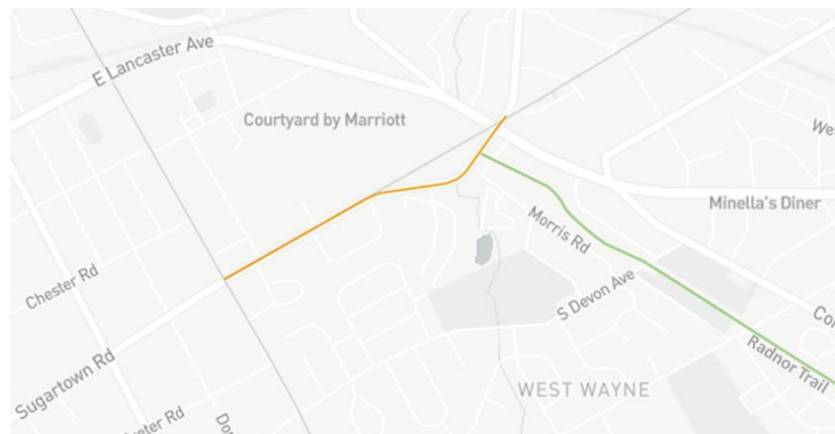
Traditionally, comprehensive plans are divided into “silos,” such as circulation, land use, housing, etc. This results in plans that are narrow in focus, do not address specific issues of importance to a community, and can gloss over interrelationships between elements. While the Pennsylvania Municipal 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.

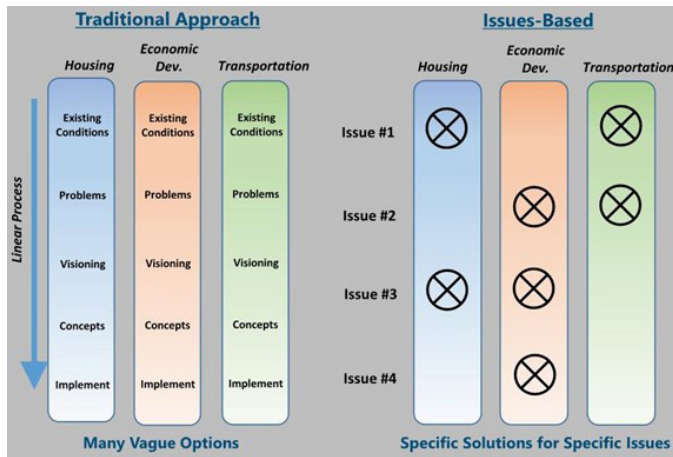
We will also identify options that provide partnership opportunities with other organizations to aid in implementation. For example, according to the Delaware Valley Regional Planning Commission’s interactive PennDOT 5-year resurfacing plan, two PennDOT-owned roads, Haverford Road and Sugartown Road 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, Oct-22																		
Task 2: Existing Conditions	★ Nov-22, Dec-22																		
Task 3: Community Visioning	★ Feb-23, Mar-23, Apr-23																		
Task 4: Specific Area Plans/Issues	★ Apr-23, May-23																		
Task 5: Implementation Strategy	★ Jun-23, Jul-23																		
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
CERTIFICATE OF LIABILITY INSURANCE

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

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

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

PRODUCER: Ames & Gough, 559 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
 INSURER B:
 INSURER C:
 INSURER D:
 INSURER E:
 INSURER F:

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	A	AEC965283605	2/25/2022	2/25/2023	EACH OCCURRENCE \$
	CLAIMS-MADE					OCUR
B	AUTOMOBILE LIABILITY	A	AEC965283605	2/25/2022	2/25/2023	COMBINED SINGLE LIMIT \$
	ANY AUTO					SCHEDULED AUTOS
C	UMBRELLA LIAB	A	AEC965283605	2/25/2022	2/25/2023	EACH OCCURRENCE \$
	EXCESS LIAB					CLAIMS-MADE
D	WORKERS COMPENSATION AND EMPLOYERS LIABILITY	A	AEC965283605	2/25/2022	2/25/2023	PER STATUTE \$
	ANY OCCASIONALLY EMPLOYED (Mandatory in NJ)					EXCLUDED
E	Professional Liab.	A	AEC965283605	2/25/2022	2/25/2023	Per Claim Limit \$
	EXCESS LIAB					CLAIMS-MADE

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 ALL COVERAGES ARE IN CONFORMANCE 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 **CANCELLATION**

Radnor Township
301 Iven Avenue
Wayne, PA 19087

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 MASERCONSUMI

ACORD
CERTIFICATE OF LIABILITY INSURANCE

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

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

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer 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: SOMERSETSUPP@mma-nj.com, FAX: No.

INSURER A: National Union Fire Ins Co Pittsburgh/PA, 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:
 INSURER F:

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	A	GL9925559	03/01/2022	03/01/2023	EACH OCCURRENCE \$12,000,000
	CLAIMS-MADE					OCUR
B	AUTOMOBILE LIABILITY	A	CA473685	03/01/2022	03/01/2023	COMBINED SINGLE LIMIT \$2,000,000
	ANY AUTO					SCHEDULED AUTOS
C	UMBRELLA LIAB	A	CUP1766744422NF	03/01/2022	03/01/2023	EACH OCCURRENCE \$10,000,000
	EXCESS LIAB					CLAIMS-MADE
D	WORKERS COMPENSATION AND EMPLOYERS LIABILITY	A	WC025893715	03/01/2022	03/01/2023	PER STATUTE \$
	ANY OCCASIONALLY EMPLOYED (Mandatory in NJ)					EXCLUDED
E	Excess Liability	A	NY22MKEZ07LHXV	03/01/2022	03/01/2023	\$15,000,000
	EXCESS LIAB					CLAIMS-MADE

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 **CANCELLATION**

Radnor Township
301 Iven Avenue
Wayne, PA 19087

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
 Wm C. 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.