

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

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



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,

Two handwritten signatures in black ink. The first signature is 'Lydia C. Grose' and the second is 'Hannah Clark'.

Lydia Grose  
Office Executive  
and VP

Hannah Clark, AICP  
Project Manager

# 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.



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.

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.

## 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 Middleton 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.

# THE TEAM

## 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.

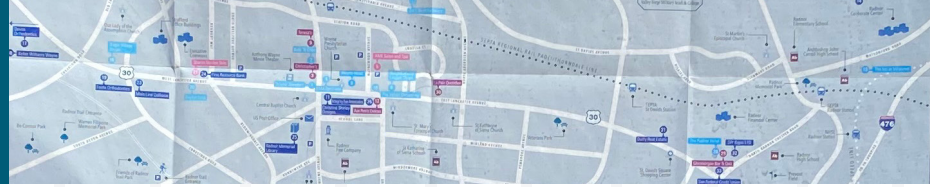
Doylestown Township On-call Engineering Services (2012 to present).  
Doylestown, PA. Project Manager/Engineer.

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.



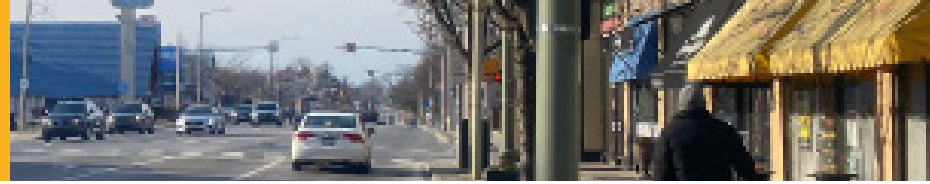
# MUNICIPAL EXPERIENCE



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

\* 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

# PROJECT APPROACH

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 not limited to, the following:

# PROJECT APPROACH

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

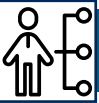
The data analysis will be compiled into the Radnor Township Community Profile. This report will be submitted as a draft to the Township for review and comment. Once finalized, the document will be shared with the CPUC for their input and feedback.

## 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.

# PROJECT APPROACH

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**

**Director of Community Development**

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**Director of Community and Economic Development**

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## **DOUGLAS SMITH**

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**City of Lancaster**

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# 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.

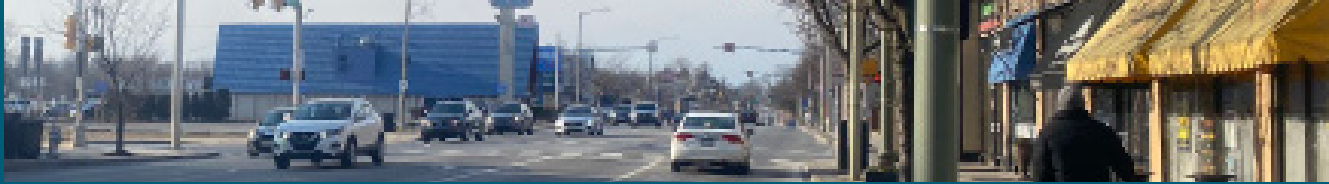
## **Conflicts of Interest:**

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
<b>TOTAL for Michael Baker</b>	<b>908</b>	<b>\$126,579</b>
<b>TOTAL for Subconsultant - Connect the Dots</b>	<b>440</b>	<b>\$65,125</b>
<b>Other Direct Costs (ODCs)</b>		<b>\$2,500</b>
<b>TOTAL PROJECT COST</b>	<b>1,348</b>	<b>\$194,204</b>



**We Make a Difference.**



**Michael Baker**

**I N T E R N A T I O N A L**

**SUBMITTED BY:**

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