



THOMAS COMMITTA ASSOCIATES, INC.
Town Planners & Landscape Architects

November 5, 2014

Mandie Cantlin, Assistant Township Manager
East Bradford Township
666 Copeland School Road
West Chester, PA 19380-1822

**RE: Revised Scope-
Comprehensive Plan Update for East Bradford Township, Chester County**

Dear Mandie,

Per our conversation on October 23rd, the TCA Team has developed a Revised Scope for the East Bradford Township Comprehensive Plan Update.

The Revised Scope is intended to achieve the goals we discussed, including:

- Balancing community outreach throughout the process;
- Providing options to dig deeper into the Strategy Development Phase, including a new Viability Analysis Task;
- Clarifying the level of detail and data that will comprise the Functional Elements Chapter; and
- Maintaining consistency with the original budget, while offering Optional Tasks that could enhance the overall process as the Township deems necessary.

We look forward to discussing it with you and other East Bradford Township Officials.

Best Regards,

Jen

Jennifer L. Reitz, AICP, LEED AP

November 5, 2014

SCOPE OF SERVICES

1. PROJECT INITIATION

Task 1. Project Initiation

TCA will meet with the Task Force to provide an overview of the Scope, Planning Process, Schedule, and plan logistics. (TF Meeting 1)

2. FOCUS AREA IDENTIFICATION AND PRIORITIZATION

Task 2A. Review relevant planning documents.

The TCA team will:

- (1) Finalize a list of relevant planning documents early in the process, building on the 12 documents listed in the RFP.
- (2) Ensure that the final Comprehensive Plan is consistent with the specific plans as noted in the RFP.

Task 2B. Update demographic data, mapping, and inventories.

The TCA team will:

- (1) Provide an update to basic demographic data (population, housing, and employment growth).
- (2) Use existing data from the relevant planning documents, CCPC Community Profiles, etc. to update maps and inventories in the 2004 Comprehensive Plan.

Task 2C. Identify Preliminary Focus Areas

The Team will develop a list of 10 to 12 preliminary Focus Areas based upon the background research and updates. TCA will present these Preliminary Focus Areas to the Task Force for discussion and refinement. (TF Meeting 2)

Task 2D. Conduct an Online Survey

The Team will use an Online Survey to further inform the Focus Areas and Priorities. The survey will be delivered via an online survey tool and use email lists available from the Township. Additional links to the survey can be posted on the Township's website, posted in newsletters, added to a Facebook page, and/or other outlets that the project team develops with the Task Force and staff. We expect the Survey to be available online for a minimum of two weeks and maximum of one month.

- (1) Acquire Township email lists.
- (2) Develop survey and list of links for survey promotion

November 5, 2014

- (3) Conduct “live” online survey for a minimum of two weeks to prioritize the list of Focus Areas
- (4) Tabulate results and distribute to the Task Force.

Task 2E. Host a Mini-bus Tour (Pro bono).

The Team will facilitate a 2 hour mini-bus tour with the Task Force members, Planning Commission members, Board of Supervisors, and/or other key stakeholders. The purpose of the Bus Tour is to further “test” the Preliminary Focus Areas and to understand the values and priorities of the stakeholders present.

Task 2F. Identify Priority Focus Areas

Based on feedback from Tasks 2C, 2D, and 2E, the Team and Task Force will finalize a list of four (basic services) to six (See Optional Services) Priority Focus Areas. (TF Meeting 3)

3. STRATEGY DEVELOPMENT AND PRIORITIZATION

Task 3A. Brainstorm Strategies.

The Team will meet with the Task Force to brainstorm implementation strategies for the Priority Focus Areas. This brainstorming session is intended to emphasize creativity and explore all options that will require funding as well as those that would employ volunteers, sweat equity, donations, etc. (TF Meeting 4)

Task 3B. Host a Community Workshop.

With an initial list of strategies in hand, the Team will host a Community Workshop to engage the public in exploring and expanding the strategy options. This Workshop will be facilitated by Tom Comitta and use a variety of formats including a brief presentation, facilitated large group discussion, smaller break-out sessions/discussion groups, and written comments. Our intent is that this Workshop focus on collaboration and problem solving, thus resulting in a broader array of strategies.

Task 3C. Conduct a Viability Analysis of Preferred strategies for each Priority Focus Area.

Once a comprehensive list of potential implementation strategies is developed, the Team will analyze the options for preliminary feasibility, funding sources, the degree to which a strategy addresses a single Focus Area or multiple Focus Areas, any preliminary steps, and other criteria (all of which will be discussed with the Task Force beforehand).

This evaluation will also include an analysis of the potential energy impacts, so that the Task Force is aware of how strategies will affect sustainability goals.

November 5, 2014

Task 3D. Prioritize Strategies.

The Team will present the results of the Viability Analysis to the Task Force. (TF Meeting 5*) The discussion will focus on developing a set of strategies that are of the “highest priority” and those of a secondary priority. It is anticipated that the priority strategies will be limited to no more than two (2) per Priority Focus Area and that the secondary priority strategies will be limited to no more than five (5) per Priority Focus Area.

As part of the final plan, the Team will provide ballpark cost estimates only for the primary (highest priority) strategies.

Task 3E. Liaise between West Chester Borough and East Bradford Township.

Tom Comitta will act as a liaison between the Township and West Chester Borough to explore areas of mutual benefit and synergy, and “build bridges” to better coordination between the two municipalities. A variety of options come to mind that will need to be more fully explored during the process, but could include:

- (1) A meeting between the WC Smart Growth Committee and Township representatives;
- (2) A meeting of the full Council with EBT officials;
- (3) A public outreach to the property owners on both sides of Route 322 and Bradford Avenue to explore possibilities for improving the corridors by acting together and looking at key nodes.

These tasks will be performed pro bono by TCA and can be further explored upon project initiation.

4. PLAN COMPILATION

Task 4A. Develop Community Vision and Mission Statement

- (1) Develop a draft Community Vision and Mission Statement in the form of a an 11” x 17” visual exhibit of “Guiding Principles” (See example on last page of original Proposal).

Task 4B. Update functional plan elements.

- (1) Briefly analyze trends, data, and inventories created as part of Task 2 in order to highlight areas of opportunity or challenge specific to each functional element. Where functional elements have been addressed in the Priority Focus Area Chapters, additional background will not be provided.
- (2) The Team will provide a limited number of concise policy recommendations for the following functional elements, if not otherwise addressed in the Priority Focus Areas:
 - (a) *Land use*- While Future Land Use is generally not expected to change, the Land Use component will provide specific recommendations for areas within

November 5, 2014

the Township targeted for redevelopment, infill, revitalization, or other similar focus.

- (b) *Housing and economic development* – Analyze the Township’s ability to provide adequate housing and employment for future growth as projected by CCPC and/or DVRPC and provide policy recommendations;
 - (c) *Transportation*- Identify appropriate policies to address priority regional and local transportation issues for all modes of transportation. Update the Township’s Functional Classification Map to reflect PennDOT’s Road Typology. Incorporate policies and recommendations from relevant plans, including the Central Chester County Bicycle and Pedestrian Plan and Brandywine Valley Scenic Byway Corridor Management Plan. Identify priority capital improvement projects, as well as potential revisions to the Township’s ordinances, to implement the Township’s vision.
 - (d) *Natural, historic, and cultural resources* – Summarizing data and information available in other relevant plans, this component will highlight recommended Township policies for protecting and managing these resources.
 - (e) *Parks, trails, and open space*- Building on (but not repeating) the Township’s 2009 Open Space, Recreation and Environmental Resources Plan, this component will address best practices for growing, maintaining, and managing these areas, including an evaluation of the Township’s organizational structure.
 - (f) *Public Services*- Identify opportunities to share and/or improve the cost-effectiveness, efficiency, or quality of delivery of public services in the Township, including shared services with adjoining municipalities.
 - (g) *Organization and Administration*- Assist the Township to evaluate its public communication strategies, identify best local practices, and identify resources available to address any priorities.
 - (h) *Energy Conservation Plan*- Assist the Task Force to create energy goals and develop conservation strategies. Conduct a systematic analysis of the impact of the Priority Focus Area Strategies on energy use in the community.
- (3) Meet with the Task Force twice to review and revise the Functional Elements Chapter. (TF meetings 7 and 8*)

Task 4C. Compile Final Draft Comprehensive Plan.

- (1) Assemble and transmit one (1) complete draft of the Comprehensive Plan including the following chapters:
 - (a) Introduction
 - (b) Community Vision and Mission
 - (c) One chapter for each Priority Focus Area with summary, background, vision, and a hierarchy of recommendations.
 - (d) Functional Elements Policy Chapter

November 5, 2014

- (e) Technical Appendices
- (2) Meet with Task Force to review and revise Draft Plan. (TF Meeting 9)
- (3) Meet with Task Force to review Final Draft Plan. (TF Meeting 10)

5. Public Process and Plan Adoption

Task 5A. Public Meeting with Planning Commission. TCA will present the final plan to the Planning Commission for consideration at a Public Meeting. TCA will communicate with Township and Task Force via email to confirm any final revisions in response to the Public Meeting.

Task 5B. Submit Plan to Township for Act 247/VPP Review. TCA will submit an electronic version of the Final Draft Plan for the Township to distribute to the surrounding Townships, WCASD, and CCPC for Act 247/VPP review. Any comments received will be reviewed by TCA with the Township to determine appropriate response, as needed.

Task 5C. Participate in one Public Hearing before the Board of Supervisors. TCA will present the Final Plan to the Board of Supervisors for consideration.

Notes:

- * Task Force Meeting 6 has been reserved as a Placeholder/Catch up Meeting if needed. See Attached Meeting Summary.
- 1. Task Force Meetings are assumed to be 2 hours in length.
- 2. All meeting materials will be distributed via Dropbox or email a minimum of one week prior to the meetings to allow for full review and participation by the Task Force members.
- 3. The Township has agreed to taking and distributing meeting minutes for all Task Force meetings.

Revised Scope of Services
 East Bradford Township Comprehensive Plan Update

November 5, 2014

Meeting Summary

Meeting	Primary Focus
1 : TCA	Initiation
	Scope/Approach, Schedule, Bus Tour, Meeting logistics, roles and responsibilities; Review of CP formats; initial survey format
2: TCA	Kickoff
	Preliminary Focus Areas
	Review Online Survey
Online Survey: TCA	Preliminary Focus Areas
Bus Tour: Team	Preliminary Focus Areas
3: TCA	Finalize Draft Focus Areas based on Tour and Survey
4: Team	Brainstorming Implementation Strategies
Community Workshop: Team + Tom	Draft Implementation Strategies
5: Team	Viability Analysis and Strategy Prioritization
6: Team	Placeholder/Catch up
7: Team	Functional Elements Policies
8: TCA	Functional Elements Policies
9: TCA	Draft Plan
10: TCA	Final Draft Plan
EBT PC Public Meeting	Draft Plan
EBT BOS Public Hearing	Plan Adoption

November 5, 2014

Optional Services

The Team has proposed a process that is both creative and responsive to the Township's needs. However, it is ambitious in terms of scheduling. In order to provide the best service to the Township, while continuing to respect resource constraints, we offer the following Optional Tasks to enhance the Basic Scope outlined in the preceding pages:

Optional Task A. Post-Adoption Plan Initiation Session

Conduct an interactive session with EBT staff and Officials to consider direct ways to integrate the findings and recommendations of the Comprehensive Plan into mainstream operations.

Optional Task B. Focus Group(s) Meetings

In addition to Task Force meetings and the Community Workshop, the Team will work with the Township to organize and facilitate a series of Focus Group meetings. These meetings could be used to provide greater input on the Focus Areas or further develop or prioritize strategies for one or several Priority Focus Areas.

Optional Task C. Additional Task Force Meetings

The Basic Scope of Services includes 10 Task Force meetings. Additional meetings can be incorporated at the Township's request.

Optional Task D. Prepare an additional Priority Issues Chapter.

The project Scope currently includes the identification and development of recommendations for four (4) chapters. Additional topics may be identified that cannot be consolidated into these basic four chapters. Our Project Team offers the opportunity to develop these additional chapters as an optional task.

Optional Task E. Develop Stand-alone Energy Conservation Initiatives (PES)

PES has garnered significant knowledge of energy conservation initiatives that have succeeded at the municipal level. The firm will apply this expertise to East Bradford's specific geography and demographic makeup, and produce targeted recommendations for additional "stand alone" initiatives that will further reduce energy use community-wide. Initiatives may include incentive or educational programs, energy conservation policies, and even simple ordinances that can add up to measurable savings.

Optional Task F. Public Presentation of Draft Plan prior to Public Process

Many municipalities prefer to have a public presentation of the completed Draft Plan prior to the formal public process. Many times this may comprise a presentation to the Board of Supervisors for their preliminary input. Alternatively, the public process may require an additional meeting/hearing as part of Plan Adoption.

November 5, 2014

5. PROJECT COSTS AND TIMEFRAME

BASIC SERVICES

Task	Cost	Timeframe (months)
1. Project Initiation	\$1,650	1
2. Focus Area Identification and Prioritization	\$8,205	1-4
3. Strategy Development and Prioritization	\$20,110	5-8
4. Plan Compilation	\$17,310	9-13
5. Public Process and Plan Adoption	\$2,845	14-18
Total	\$50,110.00	

Note: Cost = Fees + Expenses

OPTIONAL SERVICES

Optional Tasks	Cost
Optional Task A Post-adoption Plan Training Session	\$0.00
Optional Task B Focus Group Meetings	
TCA	\$400/Session
McMahon	\$400/Session
Optional Task C Additional Task Force Meeting	
TCA	\$400
McMahon	\$400
PES	\$200
Optional Task D Additional Priority Areas Chapter	\$1,750/Ch
Optional Task E Stand-alone Energy Conservation Initiatives	\$1,900
Optional Task F Additional Public Meeting/Hearing:	
TCA	\$500
Optional Task G Assist in any other ways, beyond tasks outlined in Section 4.	Per revised scope