



Photo Source: Media Facebook

PROPOSAL

OPEN SPACE, PARKS, AND RECREATION PLAN: Making Media One of America's Best Small Towns

Submitted by:

Toole Recreation Planning

Viridian Landscape Studios

Johnson, Mirmiran, & Thompson (JMT)

Karen Holm

September 6, 2019



Toole Recreation Planning

September 6, 2019

Jeffrey A. Smith, Borough Manager
310 N. Jackson Street – 2nd Floor
Media, PA 19063

Dear Mr. Smith:

Having completed an impressive portfolio of work from a variety of plans, Media Borough is now undertaking an **Open Space, Parks & Recreation Plan** to position the Borough for future, continued success! Toole Recreation Planning, Viridian Landscape Studios, Johnson Mirmiran and Thompson (JMT) and Karen Holm have formed a team to work with you on this important project. For over 30 years, we have specialized in parks, recreation, trail, and open space plans earning national, state, regional, and municipal awards for our work. Our plans spur implementation resulting in community improvement. Our team brings you skilled professionals who meet the multi-disciplinary needs of this project. Our experienced team includes a Certified Parks and Recreation Professional (CPRP), Professional Landscape Architects (PLA), and AICP certified community planners.

Our experience throughout the northeastern United States, especially in southeastern Pennsylvania including Delaware County, ensures that we can help achieve a practical, specific, implementable action plan that will:

1. Establish a shared vision, mission, and goals to bring the Borough's parks, recreation, open space, and trail system to its next level of excellence, building upon and advancing the other Borough plans.
2. Propel parks, recreation, open space, and trails forward to stay relevant to the community as the Borough evolves and the needs, interests, and lifestyles of the residents change.
3. Make sure that your parks and recreation system remains environmentally and financially sustainable. It is exciting to build and improve parks and recreation facilities but maintaining them is the most challenging part. We take maintenance very seriously in every project we do!
4. Enhance community connections through programs, services, and physical linkages with safe places to walk and bicycle.
5. Position parks, recreation, trails, and open space as a key to the quality of life in the community and worthy of sustained support by Media Borough and its partners.
6. Detail an action plan to address community needs efficiently, effectively, and creatively.
7. Provide a "jump-start" action plan with specific steps to transition from planning to implementation – this will keep the momentum going and foster success.

We envision this plan as advancing the Borough toward designation as one of America's Best Small Towns. Having been working in the Borough for Delaware County over the last ten years, I have experienced the charm and delight of working, walking, eating and shopping there myself. I also understand the challenges of crowds, parking, wayfinding, and branding that the Borough has. Knowing that the Borough's opportunities far outweigh its challenges energizes our team to collaborate with you on achieving the vision for which all of your planning has laid the foundation.

We pride ourselves in being available and easily accessible to you with all of our team living and working minutes from Media. Thank you for inviting us to submit our proposal. We would be happy to discuss tailoring our scope and price to meet your needs. Please feel free to contact me at 267-261-7989 or via email at anntoole@comcast.net. Toole Recreation Planning will serve as the prime consultant for this project. I will serve as the project manager and lead consultant.

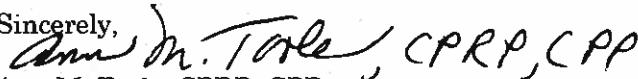
Sincerely,

Ann M. Toole, CPRP, CPP

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1. Team Description

Toole Recreation Planning, Viridian Landscape Studios, JMT (Johnson, Mirmiran & Thompson), and Karen Holm, AICP formed a team to assist Media Borough in the development of the **Plan for Open Space, Parks, and Recreation**.

Toole Recreation Planning specializes in Comprehensive Parks, Recreation, and Open Space Plans.

Viridian Landscape Studios heals ecological systems while making beautiful places for people. Viridian delivers professional landscape architecture and ecological planning services from master planning through construction administration.

JMT is an engineering firm that specializes in park, trail, and transportation planning.

[Karen Holm, AICP](#), was the Environmental Manager for the Delaware County Planning Department from 1984 – 2019. She managed all aspects of the Environmental Planning section work program, writing successful grant applications and coordinating environmental planning programs with regional planning entities and organizations. She provided technical support to municipal officials and the public on environmental resource management issues

Together, we offer expertise in community placemaking, recreation planning and management, park planning, design and the construction process, landscape architecture, environmental stewardship and conservation, engineering, capital improvement planning, open space conservation, and civic engagement. Ann Toole, CPRP, CPP of Toole Recreation Planning will be the lead consultant and project manager. She will focus on strategic action planning for the Borough to implement recommendations overall including her focus on operations, maintenance, programming, partnerships, financing, and support mechanisms. Tavis Dockwiller of Viridian Landscape Studios will serve as the chief landscape architect for this project addressing park

master planning assessments and recommendations, streetscapes, gateways, maintenance, community identity, and programming. Karen Holm, AICP, RLA will serve as the chief community planner addressing ordinances and recommendations for the Official Map. Neil Beach, PE and Angie Hernandez, AICP will work on advancing the Borough's work on safe bicycling by field testing and evaluation of existing recommendations in Borough plans, developing recommendations and priorities for bicycle pathways and facilities, and creating an action plan with funding resources to get going.

Team Quick Facts

- Our team has done well over 1,000 parks, recreation, open space, and trail projects from planning and design through construction throughout the United States with a concentration in Pennsylvania and the mid-Atlantic states.
- Our planning team has a great depth of operational experience with decades of experience in local government and managing parks and recreation systems at the local, county, state, and national levels.
- We are visionary yet practical having formulated great ideas that have been implemented on a statewide level including the formation of the Pennsylvania Urban Parks and Recreation Alliance and the



Pennsylvania Park Maintenance Institute.

Both of these organizations were crafted specifically to serve the needs of communities such as Media.

- Team members have won national, state, regional, county, municipal and non-profit awards for parks and recreation improvements that make communities better places.

... were recognized by the U.S. Environmental Protection Agency for their work in revitalizing Lancaster park planning: ... "worthy of national recognition as a Community Impact Winner because the project shows that a good plan that is supported by and involves the community in a meaningful way is key to a successful revitalization of



- We make parks and recreation improvements happen as the front page of the Daily Intelligencer shows on March 12, 2019!
- Our work on Delaware County's Parks, Recreation, Open Space Plan including seven park master plans included Media Borough's parks and recreation needs with nearby county parks including Glen Providence and Rose Tree.

But this project is not about any of us or what we think works well in other places. This project is all about producing unique, implementable, sustainable and innovative outcomes for Media

Borough and the people who live, work, operate a business, visit and play here through parks, recreation, open space and safe places to walk and bicycle.

Our Areas of Expertise and Focus

The parks, recreation, open space and trail planning services that our team offers span the spectrum of Media Borough's planning needs including the following:

- **Bringing together the numerous plans of the Borough into one common vision to be advanced with specific actions to undertake in a specific timeline and with funding sources** – This plan is very different from the usual parks, recreation, and open space plan because of the numerous plans that are already in place in the Borough. Our work with you will build upon your already successful efforts in planning that includes the **Media Borough Comprehensive Plan**, four park master plan or development projects, **Economic Development Plan**, and the **Wayfinding Plan**. All of these plans relate to parks, recreation, open space, trails and the overall quality of life in

Media. We work with you to determine how to build upon your success and address specific opportunities and challenges to bring you to your next level of excellence in parks, facilities, programs, management, and support.

Old Way of Recreation and Park Planning	New Way of Recreation and Park Planning
Tell our story and advertise	Create experiences that people want so our focus is on serving our constituents not on messaging.
Promote public awareness about the parks and programs	Create an affinity and a love for parks and recreation that will change their lives

- **Operations, Maintenance, and Stewardship –**
Our team has completed several hundred plans that involve operations, management, and maintenance. Ann Toole is on the NRPA's Board of Regents for the national Maintenance Management School at Oglebay Park and teaches under the auspices of North Carolina State University. She is a founder of the Pennsylvania Park Maintenance Institute for which she secured private funding and support.
- **Strategic Planning –** With increasing responsibilities and limited resources, municipal parks, and recreation systems can't do everything. Strategic planning is key for Media to advance the Borough's investment of time and money in previous plans.
- **Needs Assessments –** Our team concentrates on needs assessments in every plan we undertake. Using extensive public engagement and outreach, we determine community parks and recreation needs, interest, gaps in service and trends.





- **Action Planning** – We craft specific action steps with you to undertake, well beyond generic broad recommendations.

"I downloaded the draft Park, Recreation and Open Space Plan. All I can say is AWESOME. Your Park Assessments is like nothing I have ever seen. I can't wait to be in the advisory committee meetings when the volunteers see your work. They will be ecstatic."

Shirley Yannich, PP, AICP, Chair
Warrington Township Board of Supervisors (2018)
on the work of Toole Recreation Planning and Viridian Landscape Studio

Unique Experience

Our team is very interested and excited to work with Media Borough on the **Open Space, Parks and Recreation Plan**. While we have been involved with more than 1,000 projects, a few examples of our recent accomplishments and unique experience includes:

- **City of Chester Parks, Recreation, and Trails Plan (2018 - 2019)** – An update to Toole Recreation Planning's original plan in 1995. Viridian Landscape Studio and Toole Recreation Planning developed a specific action plan to address the key challenges and opportunities in the City: programming, maintenance, financing, park improvements including waterfront development, and trails. We set up management models complete with "how-to" checklists and worked with community sports groups to develop a lifetime fitness, sports, and activity park through partnerships with regional organizations.



Public Meeting Interactive Exercise

- **Coatesville Parks, Recreation and Open Space Plan (2016 - 2019)**, two park revitalization projects, a regional parks and recreation partnership and plan, and a park master plan now underway. In a partnership with the Brandywine Health Foundation, Natural Lands and



Coatesville Parks & Recreation Plan **Client's Comment**

beyond impressed with how thorough and well organized this is. I particularly like how you used your recommendations year 1, which will set the stage for moving forward with all of the other recommendations.

Thanks and thanks to all of you -

Toole Recreation Planning generated significant outcomes through the planning process including the development of a community build playground funded by KaBoom complete with the establishment of a park friends group for maintenance; the revitalization of Palmer Park via national grants through NRPA from American Water and the

Disney Foundation in partnership with the Brandywine Health Foundation who funded our planning work along with support from the William Penn Foundation. During our planning process, we recruited managers from the Minneapolis Recreation Commission (the top-rated public parks and recreation system in the United States) to come to Coatesville to work with us in developing "Street Reach", a recreation programming and community partnership program. This led to our further development of a regional parks and recreation plan including the provision of sports facilities and park revitalization.



- **Warrington Township Parks, Recreation and Open Space Plan (2018)**

Toole Recreation Planning and Viridian Landscape Studios teamed in developing various components of parks, recreation, open space trails, park design, development, fundraising, partnerships, and training.



Together our work resulted in several million dollars in grants and private fundraising for open space conservation and park development. Our specific action plan resulted in partnerships and the development of local capacity to raise money for parks and recreation; sports group work sessions; conservation by design types of ordinances; a trail

system being funded by grants; charrettes with children to design a state-of-the-art playground under construction via private fundraising efforts; the training of local volunteers on how to fundraise; and DCNR's largest land acquisition grant in 2017 to purchase the last significant property for open space.

- **Bureau of State Parks Visitor Management Study (2018/2019)**– The

purpose of this project is to develop a plan of action to ensure the protection of natural and recreation resources while providing optimal recreational experiences for park visitors. This project is the result of severe overcrowding in our state parks and will serve as a management model.



- **Bucks County Bicycle Plan (2015)** – While all of our parks and

recreation planning projects include trails, the Bucks County Bicycle is one example of many single-purpose trails plan developed by JMT and Toole Recreation Planning. As a result of this plan, Bucks County is implementing a county-wide trail development program. This includes the East Coast Greenway, Upper Bucks Rail Trail, Neshaminy Creek trail and the imminently expected Newtown Rail Trail.

- **William Penn Circuit Trails Management** – JMT manages the trail development for a significant portion of bicycle path development in the Circuit on William Penn Foundation-funded projects.
- **Pennsylvania Park Maintenance Institute** – Toole Recreation Planning worked with PRPS and PA DCNR and several other partners to plan, develop and launch the Institute, one of PA DCNR and PRPS's major initiatives to deal with the most pressing problems in public parks and recreation systems: insufficient park maintenance. We developed a business plan that has already generated funding and the Institute is expected to be self-sustaining in five years.



2. Project Team Personnel Assigned to the Project

We have all collaborated on parks, recreation, open space, and trails projects for more than 10 years. We enjoy working together and inspiring each other to do great work for our clients.

Toole Recreation Planning – Ann Toole, CPRP will serve as the project manager. Ann will coordinate all planning elements and be responsible for civic engagement, programs, operations and management, maintenance, partnerships, financing and critical thought in synthesizing all information. The Pennsylvania Recreation and Park Society recently awarded its first “Thought Leader in Action” to Ann for her work as the initiator and major contributor of every one of Pennsylvania’s most influential parks and recreation ventures in the previous ten years. These important statewide projects have done much to advance the standing of parks and recreation among communities, stakeholders and the public at large. She was a founder of the Pennsylvania Urban Parks & Recreation Alliance, the Pennsylvania Park Maintenance Institute and the “Good for You – Good for All” statewide parks and recreation marketing campaign. Toole Recreation Planning



provided professional planning services to Delaware County for the County's Open Space, Recreation and Greenway Plan, and seven park master plans.

Viridian Landscape Studio – Tavis Dockwiller, RLA, will serve as the principal landscape architect in park assessments and improvements, review, and evaluation of existing park-related plans, streetscapes, gateways and synthesis of all related plans to create a vision for a lively, green and connected community through parks and recreation. In 2016, the Mayor of Philadelphia appointed Tavis to the Civic Design Review Committee. Building projects of a certain size and/or location are subject to a civic design review (CDR). Monthly in a public forum, the review committee evaluates how well the project's designs relate to the public realm — that is, the part of a development that people can see or physically access. Tavis' insights into beautiful and sound design for sidewalks and streets, open spaces, public access, landscaping, parking, and loading are invaluable in creating projects that positively impact the public realm. She desires to create a beautiful, healthy Philadelphia which we all love. She believes that through thoughtful conversation and considered moves we can create a place that belongs to all our citizens and, perhaps more importantly, a place we've made together.

Victor Trujillo, RLA will work on park assessments, recommendations, and action planning. He and Tavis will provide information on cost estimates for capital improvement planning encompassed in a pragmatic funding strategy.

Johnson, Mirmiran and Thompson (JMT) Neil Beach, PE, and Angie Hernandez, AICP, will lead Media Borough's "Safe Bicycling" component of our plan. Angie Hernandez, AICP, is the Deputy Project Manager for the **Pennsylvania Bicycle and Pedestrian Master Plan, Statewide, PA.** Ms. Hernandez is currently updating the statewide master plan using information gathered through the public, coordination with the Advisory Committee, and other state and regional bicycle and pedestrian plans. The plan will provide a framework for improving conditions for walking and bicycling across Pennsylvania, most notably for those Pennsylvanians who

walk and bicycle out of necessity rather than for leisure and recreation. Mr. Beach, PE, has extensive experience in the engineering field in a full range of projects including transportation and transit planning. Mr. Beach has been involved in several communities' Main Street, and downtown planning efforts focusing on multimodal solutions and working with multi-disciplined project teams including urban and recreation planners, landscape architects and construction management staff. He has experience preparing cost estimates, roadway improvements, drainage improvements, bicycle/pedestrian accessibility and safety, streetscapes, parking strategies, and access management strategies. He also has expertise in community outreach/public involvement for all phases of project development from concept through construction.

Angie and Neil will review recommendations of Media's Comprehensive Plan, Trail Plan, and findings of the Open Space, Parks and Recreation Plan to be undertaken in this project. They will identify key recommendations associated with open space, parks, and recreation and field test them in a visit to the Borough to pinpoint opportunities and constraints/challenges. They will identify funding opportunities and prepare concept-level cost estimates for the key recommendations. They will prepare a technical memorandum summarizing the key recommendations, challenges/constraints, potential funding sources, and cost range (including design & construction costs). The Technical Memo will also include the prioritization of the key recommendations. Our planning team will synthesize these recommendations into an overall action plan to create a safe, lively, green and connected community in Media Borough in the **Open Space, Parks and Recreation Plan**.

Karen Holm, AICP – Karen Holm, AICP, will manage ordinance review, analysis, and recommendations. She will focus on providing recommendations for improving the SALDO and zoning ordinances that promote trail systems and open space preservation. We will also include an assessment of the Mandatory Dedication of Parkland Ordinance, specifically



concerning redevelopment and potential application to non-residential development/redevelopment. We have done this successfully in other places such as in Plymouth Township in which produced fees-in-lieu of parkland dedication in commercial redevelopment that were significant.

Firm Profiles, resumes, and project sheets are in the Appendix.

3. Our Understanding of the Project

Having completed an impressive portfolio of work from major borough plans and park master plans, Media wishes to develop a **Plan for Open Space, Parks and Recreation.**

This Plan can be transformative in synthesizing recommendations from all related plans and setting forth the common vision, mission, and action plan that the Borough wishes to work toward. While our plan will certainly assess and update the facts, figures and strategies of the



Year-round use is a critical component of a parks and recreation plan.

Comprehensive Plan, Economic Development Plan, Wayfinding Plan, Bicycle Plan and four park master plans, we synthesize the facts and interpret them to give them meaning in the context of Media's evolving needs and opportunities of the community with all the changes continue to occur in our world today. The plan will benefit citizens now and for many generations yet to come.

Societal Changes Important to Consider

We don't memorize phone numbers anymore. Selfies are normal. Smoking vanished entirely from restaurants – and parks! Gay marriage became a norm. “Friend” became a verb. We take our shoes off when we fly. TV’s became cheap and awesome. Voice mail has gone from innovation to annoyance. Life moved to the Cloud. Online dating has zero stigma. We’ve gotten lazy about spelling. A self-driving car might be next to you on the road. It’s gotten easier to be green. You are always available. We worry about charging batteries. WiFi is a necessity. Privacy may or may not matter. Retail giants are disappearing as shoppers moved online and Amazon Prime emerged. Weather has gotten scarier and affects us more. The world has shrunk; people travel everywhere easily. Radio shows are back with podcasts and more. Everyone’s a star now that we have social media. “There’s an app for that.” We’re all connected. Helicopter parents. Instant gratification, Life coaches. Political upheaval. Complexity – things have gotten so much more complex!

Source: A Lot Can Happen in 18 Years. <https://bestlifeonline.com/life-changed-since-2000/> Downloaded 3/10/19.

The Open Space, Parks and Recreation Plan will serve as a roadmap to address the needs of the community in the most practical, achievable, and efficient manner possible. The plan will be rooted in a robust public engagement process that will form the foundation for establishing priorities for actions and enable the Borough to determine future funding needs and phasing for parks, recreation facilities, programs services, organization and management, maintenance, partnerships, and financing. The plan will cover parkland, recreation facilities, trails, programs and services, administration and organization, personnel and staffing, maintenance and operations, and financing and revenue sources. Critical thinking will be the hallmark of this plan or order to develop a practical implementable plan of action through 2030. While long-term commitment is a key factor in successful parks and recreation systems, current circumstances require a detailed action plan for the first two years to build momentum for achieving the long-term vision.

This will include the following goals:

- Optimizing use and benefits of existing parks, recreation facilities and open space including assessment of master plans.
- Determining how to add or expand parkland and open space.
- Setting forth an action plan to connect the Borough with safe places to walk and bicycle.



To work toward these goals, we will use readily available information as much as possible to focus on options, solutions, opportunities, and strategies for moving forward:

1. Conduct a recreational needs assessment.
2. Build upon the Comprehensive Plan, Bicycle Plan, Wayfinding Plan, the four park master plans, and Delaware County's Parks, Recreation, Open Space and Trails Plan including the park master plans specifically for Glen Providence Park.
3. Develop a SWOT analysis for all functional areas of parks, recreation, and trails.
4. Develop a program assessment and a program management plan toed to improvements in facilities.
5. Provide recommendations for enhancing the quality of life in the Borough by creating improvements in parks, recreation, open space and trails that will lead to a lively, connected sustainable community.
6. Assess existing ordinances including SALDO, Zoning and the Mandatory Dedication of Parkland including potential redevelopment and commercial applications and providing recommendations for strengthening them related to parks, recreation, open space, and trails.
7. Establish values, vision, mission, and goals for parks, recreation, open space, and trails.
8. Craft a strategy for establishing Media as one of "America's Best Small Towns" via parks, recreation, open space, and trails. The strategy will be implementation driven with an action plan of tactics to accomplish within a set time frame. This will not be a laundry list of ideas but rather designed as a focused, practical, implementable action plan with concrete steps outlining responsible parties, resources needed and potential funding, support, and partnerships.



4. Scope of Services

Phase 1 Inventory and Assessment of Existing Resources

Strategic Kick-Off and Determination of Goals and Success Factors

Upon selection, we will provide a detailed work plan within two weeks for discussion at a work session to be scheduled with the core Borough team who need and want to be involved in this meeting. This will include:

- Task processes
- Meetings
- Public engagement process
- Deliverables
- Strategies and timelines to be completed within one year from kickoff
- Project coordination
- Critical success factors

Background Information and Trends

Review and comment on the **Media Comprehensive Plan, Wayfinding Plan, Bicycle Plan, park master plans, Delaware County Open Space, Greenways**



and Recreation Plan, and any other relevant planning documents and reports on parks and recreation operations, financing, maintenance, planning, and management. This would include all policies and operations manuals and process if available.

Identify and assess trends affecting Media Borough, the region and parks, recreation and trails.

Parks, Recreation, Open Space and Trails Analysis

Conduct a SWOT analysis of the following proposed components to be adjusted per any Borough preferences:

1. Land, Facilities, and Connections.

Maximizing parks and recreation facilities, connecting the community with safe places to walk and bicycle, protecting natural resources, advancing trails, parkland, and exploring new recreational facilities to meet changing needs and interests. Explore potential of Media as a Trail Town.



2. Organization, Administration, Staffing and Management. This includes a review of the current level of service and identification of where the department would like to go in providing services while balancing workloads and responsibilities. This will include policies and procedures, training. We would like to have a work session with the maintenance staff. We usually make this an enjoyable event over lunch that we provide for everyone such as our recent workshop with the Northampton County Parks Maintenance staff and management.



2. **Financial Sustainability.** Capacity and future conditions necessary to financially manage and maintain park, trails and recreation facilities, conserve natural resources and open space, and provide programs and services,
3. **Partnerships.** Sustaining, expanding and creating new public and private partnerships to enhance and enrich the opportunities and facilities. This is especially important regarding organizations such as borough boards or committees, the Arts, environment, business organizations, civic groups, and others.
4. **Communication.** Advancing the ongoing program of communication with stakeholders, elected and appointed officials, the residents to disseminate information on park and recreational opportunities, programs and facilities available in the region.
5. **Planning, Coordination, and Security.** Addressing the process for ongoing planning for parks and recreation improvements, programs and services, and support. Ensuring that safety and security meet changing social conditions.
6. **Open Space and ordinance review including SALDO, Zoning ordinances, Mandatory Dedication of Parkland Ordinances.** Conserving open space in a substantially developed community involves optimizing the use of the current park system: determining the conservation potential of identified parcels; and, looking for opportunities as land is redeveloped. We will review the Zoning and SALDO ordinance to determine every opportunity to preserve natural areas, ensure that public land dedication/fee in lieu standards are current; and use mixed-use and commercial redevelopment to provide small, civic spaces and pocket parks.
7. **Maintenance.** Our maintenance component will address planning, implementing, controlling, and evaluating maintenance as it is the key to



success and, long term, the most expensive part of public recreation facilities. With a formal organized planned system, parks and recreation facilities will be safe, clean, functional, attract park users, and be a community jewel.

Phase 2. Conclusions, Options, and Directions

The synthesis of findings is the critical thought piece that is the single most important element of the planning process. While our team has studied each element of the parks, recreation, open space, trails, and the Borough system, putting the pieces together to arrive at the vision of opportunities, issues to be addressed and options for achieving the township vision and goals is critical. We will produce a summary narrative that sets the stage for developing the action plan. We will be focusing on about five key areas with very specific action steps rather than a generic laundry list of recommendations that you could probably guess before you even started this process. Our team is known for plan implementation based upon the concrete practical conclusions that we formulate in collaboration with our clients. We present ways to optimize existing conditions with limited resources, methods to improve with new or emerging resources that we have identified, and visionary ideas for when resources such as funding, partnerships, and new grant sources are available. Our recommendations to get started focus on "low hanging fruit" to build momentum, often when we are undertaking the planning process itself. Building the framework for success will enable the Borough to show results quickly that will spark more support and build capacity for more improvements,

Phase 3. Plan Development

We will work with the PAC to develop core values, vision, and mission for parks, recreation, open space, and trails. Our ultimate goal is to use parks, recreation open space and trail improvements as the strategy to move Media Borough toward being designated as one of America's Best Small Towns.

With the values, vision, and mission in place, we will formulate recommendations with a concrete set of action steps that can be achieved in an orderly and practical manner. While our emphasis is on building momentum to make practical achievable improvements, we will also offer visionary recommendations that are more "stretch" goals. We have found these stretch goals to be accomplished in pleasantly surprising ways. We believe that it is important to think big and act practically.

Our recommendations will:

- Be holistic, formulated to establish an enviable system of parks and recreation facilities connected with safe places to walk and bicycle so that the Borough can become a “community in a park”.
- Focus on sustainability both environmental and financial. The Borough must be able to sustain improvements through effective management, programming, maintenance, and support from the public and private sectors.
- Provide a recreation program plan to serve the community based upon demographics and lifestyles as well as to accommodate tourism and visitation. This will include a mix of organized scheduled program areas and self-directed opportunities.
- Identify organizational improvements for programming and maintenance that will fold in support from other providers and partners.
- Phase in recommendations for parkland, recreation facility, and trail improvements. We will make recommendations for how the Borough can expand parkland through redevelopment and other means and transform public properties into great public spaces.
- Benchmark investment and budget to develop targets for revenue generation and the means to do so. This will include a four part-revenue strategy with a mix of public and private funding.



- Recommend ways to strengthen ordinances related to parks, recreation, trails, open space, and financing. Provide models of ordinances that work well elsewhere to give the Borough a good start in modifying ordinances.
- Offer organizational changes that will help to sustain the vision, mission, and recommendations of the plan.
- Provide a first-year action plan so that the Borough can continue momentum on the plan with specific actions, responsible parties, resources needed and sources.
- Develop a Capital Improvement Program in line with Borough preferences for years and format.
- Address the need for promoting parks, recreation, and trails as well as their benefits. The goal should be to make the case that parks and recreation are an essential public service.

Phase 4. Report Production

The plan will be developed as a succinct easy-to-read concise document. Reports for future reference will be in the appendix to keep the plan itself tight and focused. A graphics design professional develops the final plan with photos and graphics to keep it interesting, readable and Media-centered. As discussed in the Public Participation section below, the Plan Advisory Committee will have input to the process throughout and play a chief role in setting forth recommendations and the action plan.

We advise that the Plan Advisory Committee recommends the plan to the Borough Council. The Council would review the draft and meet with us to provide their comments. We'll revise the draft accordingly and post it for public comment. After the public gets a chance to review the document, the Borough will hold a public meeting about the plan. The Borough Council would set the schedule for plan adoption, including their review and comment before it is released to the public for their review.

Toole Recreation Planning developed the Implementation Schedule format as follows. It is commonly used in many plans.

Implementation Schedule						
Years 1-3	Years 4-7		Recommendation	Responsible Party	Potential Cost	Potential Revenue Sources

Deliverables (E page 9 of RFP)

We will provide 10 copies of the plan including one unbound plan for reproduction purposes along with an electronic version. The electronic version will be set up for ease of reading online. The plan will be full-color and include 11 X 17-inch maps. The plan is usually 8 1/2 by 11 inches as that is the most economical for people to copy sections or pages on their own. The binding will be a coil binding in a color to coordinate with the plan covers.

Executive Summary

An interesting plan summary will be developed. We often find that this is the most important piece in terms of public consumption. We will provide 50 copies and an electronic version.

Public Participation Process (A and B on pages 5 and 6 of the RFP)

Our approach to recreation planning is collaborative. We develop plans *with* communities, not *for* them. By orchestrating a successful public participation process, the planning process sets the stage for implementation. This element includes the Plan Advisory Committee, Focus Groups, Key Person Interviews, Forums, Public Meetings, and online public commenting.



Plan Advisory Committee (PAC)

The PAC will play a vital role in the plan. The Study Committee will meet six times during the plan's development to give input to the functional areas of parks and trails, programs and services, operations and financing, ordinances, and the draft plan regarding preliminary recommendations, and final recommendations and implementation plan.



Stroud Region Recreation Commission – Plan Work Session

Our PAC meetings are designed to maximize public engagement. All sessions will be conducted as a focus group type of work session. The meetings will work as follows:

PAC Meeting 1 – Project launch.

PAC Meeting 2 – Programs and Services Meeting. Providers of recreation services, the School District, and key stakeholders in Borough recreation programming will be recruited to undertake a focus group type discussion about programs and series, partnerships, trends, gaps in service and future directions.

PAC Meeting 3 – Conservation and Ordinances. Key stakeholders such as Borough committees and staff and others identified by the Borough would be invited for this PAC meeting,

PAC Meeting 4 – Parks and Recreation Facilities. Groups such as the sports organizations, people who request permits for facility use, neighbors and others to be identified would participate in this workshop.



PAC Meeting 5 – Trails and Community Connections. Environmental Advisory Board,

Delaware County Planning Commission, Media Borough trail advocates other stakeholders with an interest in trails will participate in this focus group type of work session.

PAC Meeting 6 – Maintenance, Organization, and Financing – This work session could include Borough finance people, the Manager, Council liaisons in financing, supporters with an interest in raising funds for a project(s) and others to be identified.



PAC Meeting 7 – Recommendations and Draft. At that time, we will determine if and who others to be invited might be other than the PAC.

PAC Meeting 8 – Final meeting to receive major comments on the draft.

We will rely on the PAC to:

- Provide contacts.
- Alert us to issues and opportunities.
- Provide timely review, feedback, and response.
- brief municipalities and other project partners on the interim progress of plan development.

Focus Groups

In addition to the focus group-oriented PAC meetings, we will conduct another three focus group meetings/workshops. These focus groups would be organized around common interests and issues, such as sports organizations, senior adults, kids, families, special needs, businesses, school district or any other topics that we decide need to be involved in the process. We do questionnaires ahead for groups like sports organizations to get the data collection out of the way to focus on meaningful topical issues and opportunities.



Key Person Interviews

We will conduct a minimum of 25 key person interviews. We use 25 interviews as a base and invariably conduct more to gather the information and input we need. We use the interviews to collect information, promote the planning effort, determine issues and opportunities, explore partnership potential, and seek out others who should be interviewed. The interviews will be conducted either in-person or via telephone early in the planning process. We will determine the list of interviewees with input from the PAC., Borough staff, and others

Public Forums/Open House/Pop-Up Outreach: Alternatives to Traditional Public Meetings

We will conduct two public workshops or forums for the general citizenry for this project. The first will be an interactive public forum in which we involve the participants in identifying opportunities, issues, needs, and ideas regarding parks, recreation, trails, and open space. We drill down into these ideas with them to establish the top five priorities approximately to work on in the planning process. The second set of public forums will be held when the plan is in draft. People will have the opportunity to review the draft before the forum. The forum will focus on two things: getting feedback on the recommendations and facilitating how people can get involved in plan implementation. It is an excellent way to generate volunteers, plan champions, and engage fresh faces in parks and recreation.



Fifth graders helped us design a park for which we secured grants.

Getting people to turn out to public meetings is a challenge. The national average attendance at a public meeting is eight. We believe that if you are going to have a public meeting, *have a public meeting!* To that end, we develop a solid action plan for generating a turnout. This includes a range of actions from personal invitations, to postcard mail outs, Facebook “bumps”, enlisting people to recruit participants and other strategies that the local people can help identify.



We go out to public places and events where the people already are to seek their input. We conducted an “open house” for Northampton County’s park plan at the Easton Market in March. It was highly successful, generating more participation than a traditional public meeting. We would seek such opportunities in Media Borough.

Online Public Engagement

An Internet survey will provide an important way for citizens to give input to the planning process. We work with the PAC to create the questionnaire which will have about ten questions. We will decide at which phase of the process to launch this survey. We work with the PAC in developing a marketing plan to push the survey out and get people to participate. Without the marketing plan, the online comment is not successful.

Congratulations on winning the **2015 Preservation Achievement Grand Jury Award** from the Preservation Alliance for Greater Philadelphia for the **Sustainable Future of Washington Crossing Historic State Park Master Plan**. I would like to commend Washington Crossing State Park on the exceptional work of **Viridian Landscape Studios** and **Toole Recreation Planning** on your achievement.

Caroline Boyce, Executive Director



5. Proposed Project Schedule

	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
A. Project Oversight												
B. Public Participation												
PAC Meetings	*		*	*		*		*	*	*		
Focus Groups						*						
Public Forums					*					*		
Interviews												
Online Questionnaire												
Council Presentation										*		
C. Mapping		*						*			*	
D. Plan Development												
Phase 1: Inventory and Assessment												
Phase 2: Conclusions, Options and Directions												
Phase 3: Plan Development												
Phase 4: Report Production												
Plan Adoption												*
E. Deliverables												
Progress Reports	*	*	*	*	*	*	*	*	*	*	*	*
Plan Draft										*		
Revisions								*	*			
Final Draft									*	*		
Final Revision & Plan Production												*

Project Budget

Professional Fee Schedule and Method of Billing

Our services are performed on a fixed lump sum fee basis. The fee and hourly rates for completing the **Media Borough Open Space, Parks and Recreation Plan** are outlined below. The lump sum price is not to exceed \$70,000.00. We prefer to bill monthly and will work with the Borough Manager on developing an optimal approach to billing.

Scope of Service Items	Tool Recreation Planning CPRP Project Manager \$120/hr.	Viridian Landscape Studio	JMT	Karen Holm	Total Hours
A. Project oversight	20				20
B. Public Participation	100	26	14	4	15
C. Mapping	4	8	16		28
D. Plan Development	0	0	0		0
Phase 1. Inventory & Assessment	32	16	16	5	10
Phase 2. Conclusions, Options & Direction	36	16	18	5	15
Phase 3. Plan Development	39	24	18	6	10
Phase 4: Report Production	24	10	10		44
Total Hours	255	100	92	20	50
Total Fee by Firm	\$30,632	13,500	10,668	\$7,000	\$3,200
Expenses					\$65,000
Printing, Graphics & Editing					\$5,000
Total					\$70,000



7. Comparable Projects- Shown in the Appendix as Project Sheets with Resumes and Firm Information.

8. Number of Copies of Proposal – 15 copies of the proposal are being provided. An electronic version is being sent to Mr. Smith.

9. References

1. Warrington Township: Toole Recreation Planning and Viridian

Barry Luber, Township Manager
Shirley Yannich, AICP, Chair Board of Supervisors
852 Easton Rd.
Warrington, PA 18976
215-343-9350

I downloaded the draft Park, Recreation and Open Space Plan. All I can say is AWESOME.

Projects

Warrington Township Parks, Recreation and Open Space Plan
Open Space and Conservation Planning
Trail Planning
Grant Applications
Park Master Plan
Kids Mountain State of the Art Playground Planning, Design, Construction, Fundraising

Shirley Yannich, PP, AICP,
Warrington Township
Chair, Board of Supervisors (2018)

2. City of Chester: Viridian, Toole Recreation Planning

Lisa R. Gaffney, Deputy Director
Chester Economic Development Authority
1 Fourth Street
P.O. Box 407
Chester, PA 19016
610-447-7861
lrg@ceda.cc

I just want to thank all of you for your hard work and dedication in developing the Plan. It was great working with all of you.

Lisa Gaffney, 2018

Projects

City of Chester Parks, Recreation, Open Space and Trail Plan
Six park master plans including a waterfront plan

3. Delaware County (Toole Recreation Planning and Karen Holm)

Steven Beckley, Open Space and Trails Manager, Delaware County
201 West Front Street
Media, PA 19063
610-891-5214
BeckleyS@county.delaware.pa.us

Marc Manfre, Director, Parks and Recreation Department, Delaware County
1671 N. Providence Road
Upper Providence Township, PA 19063
610-891-4663
ManfreM@co.delaware.pa.us

Projects

Delaware County Parks, Recreation and Open Space Plan, needs assessment, operations, management, programming, and financing components.
Park master plans for six Delaware County parks.

4. Coatesville, PA: Natural Lands and Toole Recreation Planning

Linda Lavender-Norris, President, City Council, 610-384-0300 ext. 4618
llavendernorris@coatesville.org
Mike Trio, City Manager Phone: 610-384-0300 ext. 3128, mtrio@coatesville.org
One City Hall Place
Coatesville, PA 19320

Meet us.

Linda Lavender-Norris,
Council President

Projects

Parks, Recreation and Open Space Plan
Patton Park Playground Planning, Funding, Design, Construction, and Friends Group for Maintenance
Palmer Park Revitalization Planning, Design, Construction, Funding from two national grants and the private sector.

5. Northampton County Parks and Recreation Department (JMT and Toole

Recreation Planning)

Bryan S. Cope
Superintendent of Parks & Recreation
Northampton County
Greystone Building, 3rd Floor
14 Gracedale Avenue
Nazareth, PA 18064
Office: 610.829.6402
Cell: 484.408.5216
bcope@northamptoncounty.org

Project:

Gall Farm County Park Master Plan



6. York Adams Transportation Authority (YATA) JMT

Mr. Richard Farr, Executive Director
1230 Roosevelt Avenue
York, PA 17404
Phone: (717) 849-0725
Email: rfarr@rabbittransit.org

7. City of Philadelphia JMT

Mr. Rob Armstrong, Preservation & Development Specialist
One Parkway - 10th Floor
1515 Arch Street
Philadelphia, PA 19102
Phone: (215) 683-0229
Email: rob.armstrong@phila.gov



Appendix

Toole Recreation Planning



...A firm devoted exclusively to recreation planning

Toole Recreation Planning is serious about good recreation planning - planning that stirs the imagination as it meets community need and operates within tight resources.

In these increasingly challenging times, good recreation planning is crucial to the quality of life for both individuals and the community. **Toole Recreation Planning** offers a full range of professional planning services:

- Park, Recreation & Open Space Plans
- Park Master Plans
- Facility Planning: Operation, Programming, and Management
- Consensus Building and Public Involvement Projects
- Alternatives to Traditional Operations & Management

Through an excellent network of local and national contacts, **Toole Recreation Planning** works with teams of landscape architects, architects, engineers, planners, and economic development specialists in fusing a multi-disciplinary approach to recreation and community-oriented projects. The firm's experience is rooted in over twenty-five years of experience in parks and recreation in local, county, state, and national park and recreation organizations. **Toole Recreation Planning** enjoys a record of successes in meeting the challenges posed by a variety of projects.

As a small firm, clients are guaranteed the services of a Certified Parks & Recreation Professional directly and fully involved in the project. Our approach is to go beyond the collection of data and the delivery of information. We help to devise approaches to position the parks and recreation organization as an essential service and move projects in the direction of implementation. With this entrepreneurial approach, we often find that the plans are being implemented as they are being developed. Our best work results from interaction with knowledgeable clients who challenge our thinking.

Toole Recreation Planning brings singular expertise and a common sense perspective to this professional discipline. From concepts to action plans, the firm proves its commitment to clients



Ann M. Toole, CPRP, CPP

CEO, Toole Recreation Planning

Expertise

Ann brings substantial expertise and career experience to parks, recreation, and civic engagement projects on a national, state, county and municipal level. She managed the state and community planning program for the 14 northeastern states for the National Park Service for 10+ years. She specializes in municipal parks, recreation, open space and trail plans that are implemented. She has been involved with more than 1,000 parks, recreation, open space and trail projects. She founded Toole Recreation Planning in 1992 and has been integral in the development of innovations that contribute to the advancement of the field of parks and recreation such as the establishment of the Pennsylvania Park Maintenance Institute and the Urban Parks and Recreation Alliance. She has been working on Delaware County parks, recreation, open space and trail planning projects for more than 25 years. In addition to leading projects, Ann serves on NRPA's Board of Regents for the national Maintenance Management School, teaching under the auspices of the University of North Carolina, and the NRPA's Community of Practice on Drug Prevention. She has been invited to present at the International Urban Parks Conference in 2021.

Recognition

- PRPS - Pennsylvania's Thought Leader (2018)
- Preservation Alliance of Greater Philadelphia for exceptional work on the Sustainable Washington Crossing State Park Master Plan (2015).
- U.S. EPA (Environmental Protection Agency) Phoenix Award: *"worthy of national recognition as our Community Impact Winner because the project shows that a good plan that is supported by and involves the community in a meaningful way is the key to a successful revitalization effort"* on park master plan.
- American Academy for Park and Recreation Administration for best article written over a three-year period.
- Commonwealth of PA: Green Park Award (first award made) Wetherill Park.
- Keys to two cities for improving them through parks: Bridgeport, CT and Wilkes-Barre, PA.
- Citations from the National Park Service.
- Outstanding Young Citizen of Bucks County Pennsylvania
- Presentations at national, regional and state conferences since 1977.

Experience

- Toole Recreation Planning, (Founder and CEO): 1992 - Present
- National Park Service, Acting Division Chief, Community Planning 1979 - 1990
- Warminster Director of Parks and Recreation 1977-1979
- NJ Dept. of Environmental Protection, Outdoor Recreation Planner 1975-1977
- Maryland National Capital Park & Planning Commission 1974
- City of Wilkes-Barre Parks and Recreation Worker 1967-1973

Representative Projects

- Delaware County Open Space, Greenway and Recreation Plan and seven park master plans.(2003 – 2018)
- City of Chester Parks, Recreation and Open Space Plan (2018-2019)
- Nether Providence, Swarthmore, Rose Tree and Rose Valley Regional Parks, Recreation and Open Space Plan. (2017-2018)
- Pennsylvania Bureau of State Parks, Visitor Management and Resource Protection Plan, 2018 – 2020, underway. Focus is on community engagement.
- National Park Service, Buzzard Point Master Plan. 2017
- PA DCNR and PRPS – Planning, establishment and funding of the Pennsylvania Park Maintenance Institute. 2017 – current
- PA DCNR – Planning and establishment of the Pennsylvania Parks and Recreation Alliance 2015 – 2017.
- National Recreation and Park Association Board of Regents Park Maintenance Management School 2015 - current
- East Goshen Parks, Recreation, Open Space and Trail Plan – East Goshen is now a finalist for an NRPA Gold Medal Award, the first in Pennsylvania.(2017)
- Washington Crossing State Park Master Plan resulted in transforming a closed park into a thriving nationally significant historic park supported by legislative initiatives and a mix of public and private resources. 2015.

Education

- University of Maryland graduate studies (36) in parks & recreation .
- BA Misericordia University in Psychology.



Thought Leader in Action Citation

November 14, 2018

I am extremely pleased to present the first-ever citation of its kind to one of our members who has, over an extended period of years, repeatedly initiated leadership in analytical thinking, connective collaborating, practical problem-solving, and exemplary actions.

The ability to absorb an inordinate amount of disparate information, distill and analyze its importance, and synthesize and lead an appropriately ambitious solution, is the sign of a valued thought leader.

Our recipient is a long-time member who works as a consultant in the profession, but whose **voluntary** contributions to PRPS and our profession are what we want to recognize today.

This member has been an initiator and vital contributor in every one of our most influential large ventures over the past decade. These statewide projects have done much to advance the standing and visibility of our profession among our members, our agencies and departments, our stakeholders and partners, our clients and customers, and the public at large – and include:

- The Urban Recreation Initiative, which matured into the Pennsylvania Urban Parks and Recreation Alliance.
- The *Good for You, Good for All* statewide marketing and branding campaign for Pennsylvania recreation and parks.
- Recognizing the value, and helping to develop the PRPS Agency of the Year Award.
- Presenting on a variety of topics of expertise at our Annual Conferences and other venues.
- Early grasping the extent and devastation of the opioid epidemic and how recreation can play a vital role in preventative treatment for drug abuse and other risky behaviors. Along with our Opioids Task Force, she spearheaded a new partnership with the Pennsylvania Chapter of the American Academy of Pediatrics, and the development of a recent foundation grant application to fund and create a Pennsylvania Youth Sports Opioids Education Program.
- Early recognizing the huge problem that park maintenance was becoming and has become. Voluntarily articulating both the challenges and a statewide response in a series of grant applications that eventually produced the funding to determine the Pennsylvania Parks Maintenance Institute.

As a park and recreation professional, she is an exemplary thinker, leader, planner and doer we would all do good to emulate. I am most happy to present Ann Toole with the very first Thought Leader in Action Citation.

A handwritten signature in blue ink that reads 'Tim Herd'.

Tim Herd, CPRE
Chief Executive Officer

City of Coatesville



Parks, Recreation & Open Space Plan. Palmer Park Master Plan. Patton Park Playground Project. Regional Parks & Recreation Plan. Park Safety Project. Grants. Public-Private Partnerships.

What did the Brandywine Health Foundation do to help the City of Coatesville to revitalize, improve public health, and make the community safe? The Foundation hired Natural Lands and Toole Recreation Planning to work with the City to create an action plan to achieve these goals through parks and recreation. With little funding but a lot of imagination, heart and know-how, our team worked closely with the community to forge common bonds that brought about remarkable changes in the community.

Plan Accomplishments

- Created plan to revitalize a deteriorated park based upon stormwater management and water quality. Pennsylvania American Water and the National Recreation & Park Association funded it in 2017, *one of only two projects funded nationwide*, the other one in California. Disney funded a “Meet Me in the Park” project, one of only 16 nationwide.
- Created a plan and secured funding to revitalize a park by building a new playground and organizing a Park Friends Group to help build, maintain and program it.
- Orchestrated a regional multi-municipal partnership of five municipalities and the school district to collaborate in parks and recreation.
- Formed a partnership with the City of Minneapolis to launch a “Street Reach” program in Coatesville in response to the number one public need identified here: make the parks safe. Secured grant funding to hire staff for the program and obtain training from Minneapolis. Launch on the street: July 2018.
- NRPA featured this work in its June 2018 edition of **Parks & Recreation** magazine.

City of Allentown



Parks, Recreation & Open Space Plan Citywide Bicycle and Pedestrian Plan

Toole Recreation Planning worked with a team of consultants for the City of Allentown on a Parks, Recreation & Open Space Plan. This important plan set forth the guidelines for future park development, facility improvements, recreational use policies, service delivery and the operation and management of the parks and recreation system for the entire City. The emphasis of the project was not on data collection but instead on developing strategies to solve problems and seize opportunities. A major recommendation was the reorganization of city departments to create unified parks and recreation department headed by a professional and rooted in partnerships. Toole Recreation Planning then worked with another team of consultants in developing a bicycle plan that is now being implemented with some funding secured. The plans served as a springboard to move the City from planning to action resulting in significant positive improvements in parks and recreation that benefitted the city's economic development, community wellness, and increased park visitation. The goal of both plans was to produce strategic action plans to advance City goals and not merely a list of recommendations.

Results

- Re-positioned parks and recreation as an essential public service with major benefits to Allentown.
- Secured partnership with School District on healthy active living through bicycling and safe routes to schools.
- Complete reorganization of city parks and recreation system.
- Strengthened fiscal accountability.
- Increased awareness of parks and recreation benefits to the City.
- Exponential increase in program participation.
- Securing of significant federal, state and private funding.
- Statewide awards for parks and recreation accomplishments.
- New and enhanced partnerships.
- Youth development programs through partnerships such as City Health Bureau, YMCA, and securing a Robert Wood Johnson grant.

Washington Crossing State Historic Park

Park Master Plan



Washington Crossing Historic Park sits along the Delaware River in Washington Crossing, Pennsylvania. As the location of one of the most important sites in American History, when George Washington and his troops crossed the Delaware River on Christmas Eve to overtake the Hessians in the Battle of Trenton, the park has a mission of preserving the cultural and historic heritage of the park as well as providing outdoor recreation for park visitors. The park is contiguous with the Delaware & Lehigh Canal National Heritage Corridor and Delaware Canal State Park. It is also the location of the renowned Bowman's Hill Wildflower Preserve. In 2009, the park experienced major budget cuts that threatened its operation. We undertook the park master plan with physical, management and programming action plan put into place. Citizens united to form a friends' group that has been successfully raising funds, providing programs and working in collaboration with park staff on a variety of projects. The Visitors Center has re-opened having undergone a major revitalization. Natural, cultural, historic and recreational improvements are underway with a \$7 million capital program in place.

Plan Accomplishments:

- Planning Team won prestigious award from Preservation Society of Greater Philadelphia for a sustainable plan.
- Maintenance staff increased by 26 positions with a plan.
- Alternatives for the preservation of historic buildings.
- Trail connections from the park to regional trails made.
- Park visitation increased into the hundreds of thousands.
- Partnerships resulted in significant fundraising that supports park programming.
- Strategies in place to secure the long-term viability of the park through a mix of public and private partnerships.
- Public Image has dramatically improved.

Introduction

Viridian Landscape Studio heals ecological systems while making beautiful places for people. We deliver professional landscape architecture and ecological planning services from master planning through construction administration. Founded in 1999 and located in Philadelphia PA, Viridian works with a wide variety of profit and not for profit clients as diverse as arboreta, environmental organizations, religious institutions, health care facilities, government agencies, libraries, parks, research institutes, schools, universities and zoos.

At Viridian we recognize that place-making is integral to the basic framework of society and understanding ecological systems is key to making place. We leverage those two ideas and with our clients, make beautiful, healing, enduring places. Our places give people meaningful ways in which to engage with the environment – to play, learn and relax.

Every day, by way of our client's projects, we come together to infuse our work with science and art. We build leaders by giving them the freedom to research and innovate within the framework of Viridian's shared values, attention to detail and long-term strategies for successful sites.

All our projects employ sustainable design methodologies and integrated, "green" stormwater management. Current projects include Evaluation and Recommendations Report for over 300 GSI systems for the New York Department of Design and Construction (NYDDC), New York NY; Signature Playground at Twin Oaks Park, Warrington PA; Notre Dame Academy Courtyard and Amphitheater, Villanova PA; Schuylkill Center for Environmental Education River Trail Entrance Design, Philadelphia PA; Fairleigh Dickinson University Campus Master Plan and Pedestrian Bridge Redesign, Teaneck and Hackensack NJ; Chester Parks Master Plan, Chester City PA; Analysis and Design for stormwater intervention opportunities for Philadelphia Water Department, Philadelphia PA; and Pennsylvania Horticultural Society Farm for the City Pop-Up Garden, Philadelphia PA.

Recently completed projects include the award winning High Performance Landscape Guidelines 21st Century Parks for NYC, New York NY; Hansen Quad Improvements at La Salle University, Philadelphia, PA; Penn State Abington New Residence, Abington PA; New York Genome Center Roof Garden, New York NY; Axalta Site Design, The Navy Yard, Philadelphia PA; Kid's Zoo U at the Philadelphia Zoo, Philadelphia PA; Cathedral of Hope Streetscape and Green Infrastructure, Pittsburgh PA; Stenton Park Community Recreation Center and Playground Redesign, Philadelphia PA; and the acclaimed Greening of Greenfield School, Philadelphia PA.



New York Genome Center, New York NY



Kids Zoo U, Philadelphia PA



Headwaters Discovery Playground, Abington PA



Cathedral of Hope, Pittsburgh PA

Tavis Dockwiller, RLA, ASLA

Landscape Architect

Education

Bachelor of Landscape Architecture, The Pennsylvania State University, 1988

Professional Experience

Principal Landscape Architect, Viridian Landscape Studio, Philadelphia PA, 1999 - Present
 Project Manager, Andropogon Associates, Ltd., Philadelphia PA, 1995-1999
 Project Manager, QPK Design Architecture, Engineering, Site & Planning, Syracuse NY, 1989-1995
 Landscape Designer, D.S. Winokur Associates, Inc., Philadelphia PA, 1988-1989

Teaching Experience

Guest Lecturer: Ecological Architecture at PennDesign University of Pennsylvania Philadelphia PA 2016-2018
 Guest Lecturer, Overbrook Environmental Center's Green Stormwater Infrastructure (GSI) class, Girard College, Philadelphia PA 2016
 Juror: Drexel University, Philadelphia University, State University of New York, Penn State University, Temple University, University of Pennsylvania 1993 - Present
 Professional Education Instructor, Penn State University

Professional Licensure

Registered Landscape Architect in PA, MD, NJ, NY
 PA Reg. Certification # LA002606

Professional Membership

American Society of Landscape Architecture (ASLA)
 Council of Landscape Architectural Registration Boards

Professional Affiliations

Civic Design Review, Mayor Appointed Member
 Community Design Collaborative, Board
 Wissahickon Neighbors Civic Association

Recent Lectures

"Celebrating Stormwater: Retrofitting Basins to Protect Our Stormwater Resource" PEC Basin Retrofitting Webinar September 2017
 "Using Stormwater to Rebuild and Urban Forest" Penn State Extension Green Parking Lot Design Webinar January 2017
 KidZooU at the Philadelphia Zoo Tour, American Institute of Architects National Conference, Philadelphia PA, May 2016

"Green Infrastructure in the Field" Green Design Saves Green Workshop, Phoenixville, PA, March 2016
 "STEM Among the Leaves: Green Schoolyards for Education and the Environment" 2016 Green Schools Conference & Expo, Pittsburgh PA, March 2016
 "Repurposing Stranded Office Parks – Natural Environment" Repurposing Stranded Assets Panel, American Planning Association, New Brunswick NJ, March 2016
 "A Landscape Architect's Fairy Tale " Stormwater Design 20x20 PA ASLA, November 2015
 "Sustainable future of Washington's Crossing Historic Park Master Plan" Design on the Delaware, Philadelphia PA, October 2016
 "Backyard Matters: Lawn Alternatives for a Healthier, More Interesting Environment" Whitemarsh Township EAC lecture series, 2014
 "Green Stormwater Infrastructure for Cities" Design on the Delaware October 2013
 "Building a Better Community: Innovative Design and Infrastructure for Transportation Networks" and Public Forum Green Options Buffalo NY April 2013
 "The 21st Century Master Plan" American Planning Association- NJ January 2013
 "From Elephants to Education: The Green Renovation of Paul Cret's Pachyderm House", Design on the Delaware October 2012
 "Greening of Greenfield School: A Detail Presentation of Urban Green Infrastructure and High Performance Landscapes" Design on the Delaware October 2012
 "Managing Stormwater through Street Design" Green Streets Forum Chester County PA ASLA, Chester County Planning Commission, Chester County Water Resources Authority, and TMACC February 2012
 "Transforming the Urban Forest with Citywide Tree Planting Initiatives" ASLA September 2011
 "Quantifying Sustainable Infrastructure Interventions for a Green Future Along the Allegheny Riverfront" Greenbuild November 2010

Radio & TV

2016 Guest, Significant Entrepreneurs, Significant TV with Franne McNeal, Significant TV.com June 7, 2016
 2016 Green Hour WURD Radio 900AM February 7, 2016
 2015 Guest, Significant Business Results, blogtalkradio.com February 4, 2015
 2012 Keeping Stormwater Green Interview, NewsWorks Tonight with David Heller Nov 14, 2012

Tavis Dockwiller, RLA, ASLA

Landscape Architect

Tavis Dockwiller is founder, principal landscape architect and guiding influence for **viridian landscape studio**.

Viridian heals ecological systems while making beautiful places for people. Galvanizing this process, Tavis provides strategic counsel to clients based on their long-term objectives. She is expert in developing consensus between multiple stakeholders, advocating for full client and stakeholder participation. Her efforts result in designs that give people meaningful ways to engage with the environment – to play, learn and relax.

In 2011 Tavis celebrated the publication of High Performance Landscape Guidelines, 21st Century Parks for New York City for which she was a primary author. The sustainability guidelines for the city's 29,000 acres of parkland are causing a paradigm shift in the way NY parks are conceived, built and maintained.

Ms. Dockwiller reveals a site's unique character in fresh, creative ways. She is comfortable in both planning and design roles. This allows her to respond to challenges not only by developing clear over-arching goals, but also by employing her thorough understanding of design and construction resulting in beautiful, enduring, cost effective work.

She firmly believes that problem solving should be fun; client-consultant teams can make a difference to the world both socially and environmentally; and design solutions should be practical and lyrical.

Awards

Ms. Dockwiller's work consistently wins both industry and government accolades and awards. Recent awards include:

- 2016 Philadelphia Community Design Collaborative's International Play Space Design Competition, Reviving Recess: Bright Futures Chutes and Ladders, Mill Creek, Philadelphia, PA

- 2015 Preservation Alliance for Greater Philadelphia Grand Jury Award, Sustainable Future of Washington Crossing Historic Park Master Plan, Washington Crossing PA 2015

- 2014 Association of Zoos and Aquariums Exhibit of the Year, Hamilton Family Children's Zoo and Faris Family Education Center, Philadelphia Zoo, Philadelphia PA

- 2013 Temple-Villanova Sustainable Stormwater Initiative Best New Stormwater Control Measure for Hamilton Family Children's Zoo and Faris Family Education Center, Philadelphia Zoo, Philadelphia PA

- 2011 Best Green Design Initiative, Municipal Art Society of New York Awards for High Performance Landscape Guidelines 21st Century Parks for NYC

- 2009 Philadelphia Community Design Collaborative Outstanding Firm Award - Landscape Architecture

- 2006 Philadelphia Water Department Stormwater Best Management Practices Recognition Award for Overbrook Environmental Education Center, Philadelphia PA for the Community Design Collaborative of AIA Philadelphia

- 2006 American Institute of Architects Committee on the Environment Top Ten Green Award for Campus Master Plan and Phased Site Improvements, Sisters Servants of the Immaculate Heart of Mary, Monroe MI

Ms. Dockwiller is a board member and dedicated volunteer for the Community Design Collaborative of Philadelphia using her expertise to provide pro-bono preliminary design services to non-profit organizations.



Victor Trujillo, RLA

Landscape Architect

Education

Master of Landscape Architecture, University of New Mexico 2011

Bachelor of Arts, Fine Arts & Visual Culture, University of Southern California 2004

Professional Experience

Landscape Architect, Viridian Landscape Studio, Philadelphia PA, 2017 - Present

Selected Projects: Fairleigh Dickinson University Campus Improvements; Fairleigh Dickinson University Pedestrian Bridge; Notre Dame Academy STEAM Building; Philadelphia Horticultural Society Pop-Up Farm; Schuylkill Center for Environmental Education River Trail Entrance Design

Landscape Architect, Sites Southwest, Albuquerque NM, 2011-2017

Selected Projects: Fourth St Streetscape Revitalization, Village of Los Ranchos, NM; Black Arroyo Wildlife Park Master Plan & Trail, Rio Rancho, NM; TXDOT Ft. Bliss Aesthetics Master Plan, El Paso, TX; Los Lunas Transportation Center, Los Lunas, NM; Phoenix VA Medical Center Expansion, Phoenix, AZ; National Nuclear Security Agency Albuquerque Complex Headquarters, Albuquerque, NM; Ashley Pond Park, Los Alamos, NM; Taylor Ranch Park, Hobbs, NM; Bachechi Open Space, Albuquerque, NM; National Hispanic Cultural Center Pedestrian Plaza, Albuquerque, NM; Sandia High School Science Academy, Albuquerque, NM; Albuquerque Public Schools Professional Development Center, Albuquerque, NM; Aztec Special Education & Autism Complex, Albuquerque, NM; Aldea de El Paso Development Master Plan, El Paso, TX; Randall Davey Audubon Center Master Plan, Santa Fe, NM

Research Assistant, University of New Mexico School of Architecture & Planning, Albuquerque NM 2008-2011

Developed and edited content in support of cultural and historical landscape research, analysis, and presentation.

Project Manager, SQLA, Inc, Los Angeles CA, 2007-2008

Site design and construction administration for commercial and multi-unit residential properties.

Professional Licensure

Registered Landscape Architect in New Mexico
NM Reg. Certification #514

Registered Landscape Architect in Arizona
AZ Reg. Certification #62041

Leadership & Affiliations

NM Chapter ASLA Executive Committee, 2011-2016
Public Relations Chair / Past-President, 2016
President, 2015
Advocacy Chair / President-Elect, 2014
Communications Chair, 2012-2013

Council of Landscape Architectural Registration Boards

NM Professional Technical Advisory Board, 2013 - 2017

NM Xeriscape Council Annual Land & Water Summit Staff, 2012 - 2017

ACE Leadership High School Pop-Up Playground, 2015-2016

Awards

NMASLA Merit Award, Bachechi Open Space, 2016

UNM School of Architecture Award for Excellence in Design, 2009 & 2011

Tau Sigma Delta Academic Honor Society, 2009

Thesis

Margins on the Motorway: Registering Mobility in the Urban Interstitial Landscape

Victor Trujillo, RLA

Landscape Architect

Victor Trujillo is a capable and broadly experienced design consultant, with a BA from the university of Southern California and an MLA from The University of New Mexico. His interests in resource stewardship and sustainable design inform his understanding of the environments we live in.

He is an advocate for the development of vibrant outdoor spaces, and believes in the ability of place-making to engage, connect and nourish. Inspired by the successes and failures of previous generations, he values creative, responsible and context-sensitive design practices, employing these principles through his work on both private and public-sector projects.

Victor integrates his technical and artistic background with low impact design techniques to create landscapes that reflect local character and values, while his strong understanding of project needs and graphic communication results in a systematic approach to design and construction documentation.

From the desert southwest to the verdant northeast, his portfolio is wide-ranging and includes master plans, streetscape improvements, transportation projects, stormwater treatment, ecosystem restoration, parks, playgrounds, educational landscapes, and environmental graphics.



DESTINATION PLAYGROUND KIDS' MOUNTAIN AT LIONS PRIDE PARK

Location: Warrington, Pennsylvania
Client: Warrington Township Lions Club
Size: 45 acres
Cost: \$1.2 million
Status: Master Plan Completed 2013, project in fundraising phase



Kid's Mountain SketchUp Model



Watering hole

In partnership with the Lions Club, Toole Recreation Planning, Warrington Township and the children of Warrington, Viridian has reimagined a failing day camp into a dynamic, new recreation area vital in meeting community needs. The public participated throughout the planning process in a Children's Design Workshop, a township wide parks and recreation work session, a Study Committee, interviews, neighbor meetings, and an onsite planning workshop with members of township boards and citizens. Kids' Mountain at Lions Pride Park includes barrier free, accessible inter-generational play areas and contemplative spaces. The innovative play areas, Kids' Mountain, The Watering Hole and The Stage offer places to climb, slide, cross bridges, sled, enjoy the views, swing, get wet, hear music, see shows, fish and play imaginatively. The Grove offers quiet experiences set in scenic beauty like playing games and enjoying a picnic that will build family memories. The destination park offers a place for visitors to get fit, enjoy nature, socialize, relax, and get away from it all close to home. It will be the first in the community with a focus on serving people of all ages and abilities.



Concept Plan Bird's Eye View SketchUp Model



The Grove

Playgrounds and Recreation Centers

Stenton Park Recreation Center and Playground



Accessible playground and sprayground site plan

VLS partnered with the Philadelphia Department of Public Property to redesign the playground at Stenton Park in North Philadelphia. Viridian designed a playground and sprayground that is fully accessible and provides a range of equipment for toddlers to teenagers. The sprayground greatly improves upon the existing spray feature (a single wall mounted spray on the north side of the building) by relocating it as a central play space with spray hoops that can be used for play even during the off-season. The site preserves almost all of the existing mature canopy trees by working around existing paved areas and minimizing grading within the canopy.

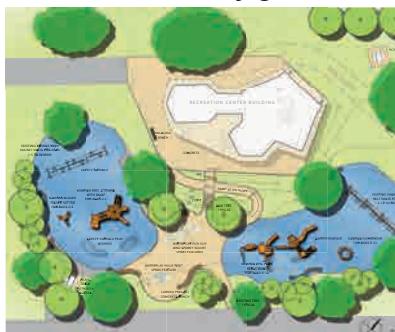
Greening Greenfield Albert M Greenfield Elementary School



Phase 2 Rubber Surface Mounds and porous surface infiltrate stormwater

The design for Greenfield Elementary transforms the site into a living laboratory that teaches children about microclimates and other aspects of the natural environment. Bioswale with check dams slow run-off, allow absorption and are planted with a lush variety of native plants. The landscape evapotranspires stormwater, provides shade, and creates a mini native Pennsylvania forest ecosystem. Rain gauges, rain barrels & green roofs allow students to document and observe alternative technologies.

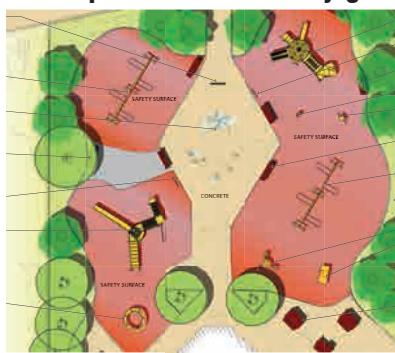
Palmer Playground Upgrade



Accessible playground and sprayground site plan

VLS partnered with the Philadelphia Department of Public Property to upgrade Palmer Playground in Northeast Philadelphia. The sprayground is relocated to a more centralized location between the 2-5 and 5-12 playgrounds. It also calls for eliminating the existing ramp and building a new ramp that works with the hill. More trees will supplement the shade provided by existing trees. The addition of picnic tables gives visitors a place to sit and gather for lunch while watching a softball game.

Fitzpatrick Playground Upgrade



Upgraded site plan

Working with the Philadelphia Department of Public Property VLS designed upgrades for Fitzpatrick Playground in Northeast Philadelphia. The plan calls bringing equipment up to code and expanding the sprayground by adding ground fixtures and a new above ground spray structure. New site furniture, benches and tables, will match existing benches and provide harmony to the overall feel of the site.

Playgrounds and Recreation Centers

Palmer Playground Upgrade

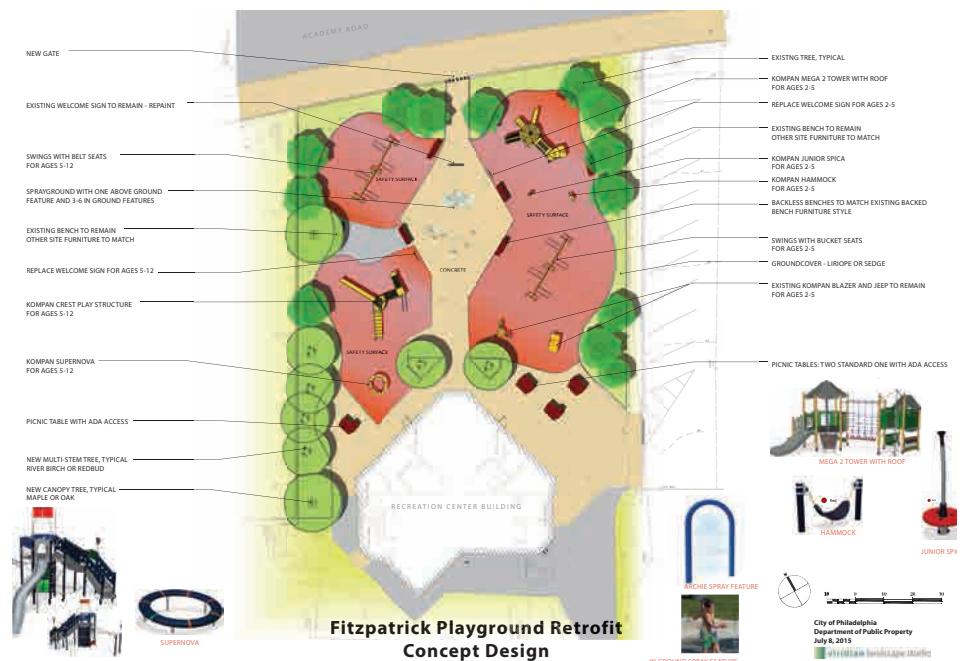


Accessible playground and sprayground site plan

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Fitzpatrick Playground Upgrade

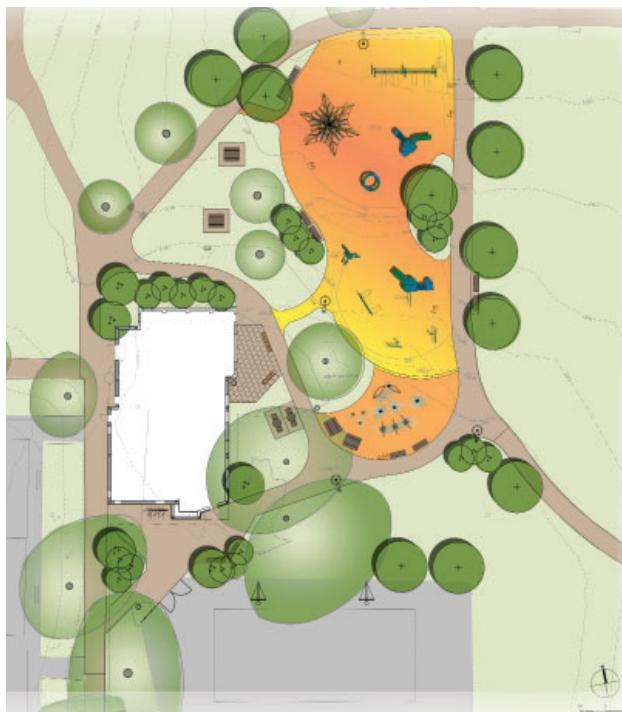
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Upgraded site plan

Playgrounds and Recreation Centers

Stenton Park Recreation Center and Playground



Accessible playground and sprayground site plan

VLS partnered with the Philadelphia Department of Public Property to redesign the playground at Stenton Park in North Philadelphia. The park is over ten acres and has a rich history as it was once part of the Stenton House estate. Additionally the park is surrounded by residences that actively use the recreation center for after school care and public meetings and the large and numerous fields for softball, football, basketball and tennis.

The existing playground is broken into three levels separated by walls and fences. Viridian designed a playground and sprayground that is fully accessible and provides a range of equipment for toddlers to teenagers. The sprayground greatly improves upon the existing spray feature (a single wall mounted spray on the north side of the building) by relocating it as a central play space with spray hoops that can be used for play even during the off-season. The site preserves almost all of the existing mature canopy trees by working around existing paved areas and minimizing grading within the canopy.



Student waters newly planted trees



Phase 2 Rubber Surface Mounds and Bioswale Stormwater Plant Bed.

Reviving Recess: Bright Futures Chutes and Ladders Community Design Collaborative PlaySpace Design Competition

Location: Philadelphia, Pennsylvania

Size: 1.6 acres

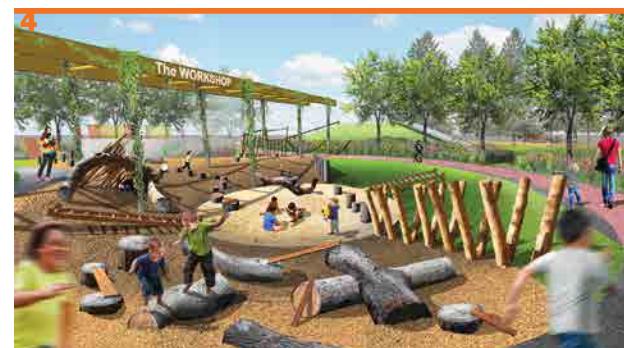
Cost: \$1.5 million (estimated)

WINNER! 2016 PlaySpace Design Competition

Viridian led a multi-disciplinary team of educators, architects and engineers to cinch the Top Award for the Philadelphia Community Design Collaborative's International PlaySpace Design Competition, triumphing over entries from five countries and eleven US states. Our scheme is inspired by the classic children's board game: Chutes & Ladders. The board game is brought to life in three dimensions with the construction of two large scale "ladders" that act as shading devices, and with a lushly planted "chute" that represents the long buried Mill Creek. It connects the front and rear of the site while dividing the play space into public and private zones. A trike track parallels the chute and includes a closed circuit for younger children. The board game is realized on a smaller scale with landing spaces represented by eight outdoor playrooms - each with a different ground surface and unique play theme. Smaller chutes and ladders throughout the site reinforce the theme. Rain water is managed in multiple ways and is incorporated into active play in The Laboratory and The Studio. Shade trees define outdoor classrooms and rich plantings support rain gardens.



The Laboratory



The Workshop



The Studio



Blue Ribbon Hill

Master Plan for Roeser Park

Location: Solebury, Pennsylvania

Client: Solebury Township

Size: 100 acres

Cost: \$2 million

Status: 2007-2008

Viridian Landscape Studio designed a public park for Solebury Township that provides residents with much needed recreational facilities and retains the agrarian character of the land. The proposed Roeser Park incorporates an array of new sports facilities that are nestled into the rolling hills and hedgerows of the existing landscape with attention to retaining the picturesque views that exist both looking in and looking out of the property. The result is a place that is a resource for the community set in the context of the serene farmland and forest typical of Solebury Township.

Roeser Park has minimal impact on the land both visually and practically. Stormwater runoff created by impervious surfaces at the park is dealt with onsite through the use of small "wet meadow" interventions that enhance the visual character of the park and provide opportunities for learning about stormwater management. Portions of the site are retained as operational agricultural land, while large areas that are less suitable for farming are converted to native meadows and successional forests.



Master Plan



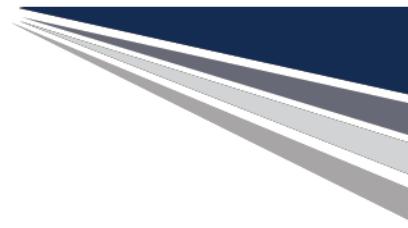
Site view



Section through meadow and woodland edge



Section through basketball courts, park drive, and wet meadow swales



Profile of the Firm

FIRM'S EXPERIENCE

Johnson, Mirmiran & Thompson, Inc. (JMT) has developed an expertise in park and recreation planning and trail design. Our Team Leaders are experienced in conducting research, facilitating public meetings and interviews, and working with both public and private sector stakeholders to determine and implement the appropriate design best suited for the project site. Our Team approaches design and engineering tasks with a depth of experience and an understanding of current and upcoming trends to ensure the results improve the community and transform the project site into a neighborhood focal point. Our relevant experience and resumes contained in this section reflect the expertise and skills required under this contract.

Corporate Overview of JMT

Established in 1971, JMT is among the forerunning planning, engineering, and landscape architectural firms in the eastern United States. JMT is ranked Number 57 of the Top 500 Design Firms in the country—as rated by *Engineering News Record* (2018)—a testament to our success to completing projects on time with the client in mind.

JMT is one of the leading planning and engineering firms developing park master site plans, site designs, and construction documents. We lead the way in helping our clients establish new parks and redevelop existing parks. Our experience includes developing trails, greenway plans, comprehensive plans, innovative sustainable community solutions, stream restoration, flood hazard mitigation, context sensitive solutions, and planning tools and techniques. JMT staff has experience working with PennDOT, counties, local municipalities, and other review agencies that may require application for approvals to successfully move a project through design to construction. The JMT Team works collaboratively with construction management staff to ensure constructability of design and clarity of design specifications.

For this pursuit, JMT has assembled a team exclusively dedicated to providing professional design services and consultation to the County. This team consists of engineers, landscape architects, planners, public involvement specialists, environmentalists, and maintenance and operations specialists. The following describes several of our capabilities as they relate to our Chester Creek Trail design team:

Trail Design: JMT has experienced professionals highly skilled in design and development of construction documents of a variety of trail projects through the mid-Atlantic region. Our trail design team works collaboratively with our clients to ensure a project that best meets the needs of the agency and general public while complying with various funding requirements and cost/budget constraints. JMT project engineers and landscape architects, supported by surveyors and environmental specialists have experience with preparing construction plans which comply with state and local requirements, including PennDOT.

Landscape Architecture and Site Planning: JMT has experience with the planning and design of a variety of public works projects including park and recreation, site, utility and facility improvements. Our project planners and engineers, supported by surveyors and environmental specialists, have experience with preparing topographic surveys, subdivision/land development plans and building plans to comply with state and local requirements, including PennDOT.

Our **Complete Streets Planning & Design Group** consists of highly-qualified pedestrian and bicycle experts, transportation and land use planners and engineers, traffic engineers, economic development specialists, and landscape architects specializing in active transportation solutions, and community enhancement strategies supported by technicians such as GIS specialists and graphic artists. As a **member of the National Complete Streets Coalition**, we bring subject matter experts such as Jon Conner, PLA, LEED AP®, a member of the Coalition's Speakers Bureau, to provide technical guidance and a national perspective to our team. Our experience includes working with state, county, and local government agencies alongside community organization and citizens.

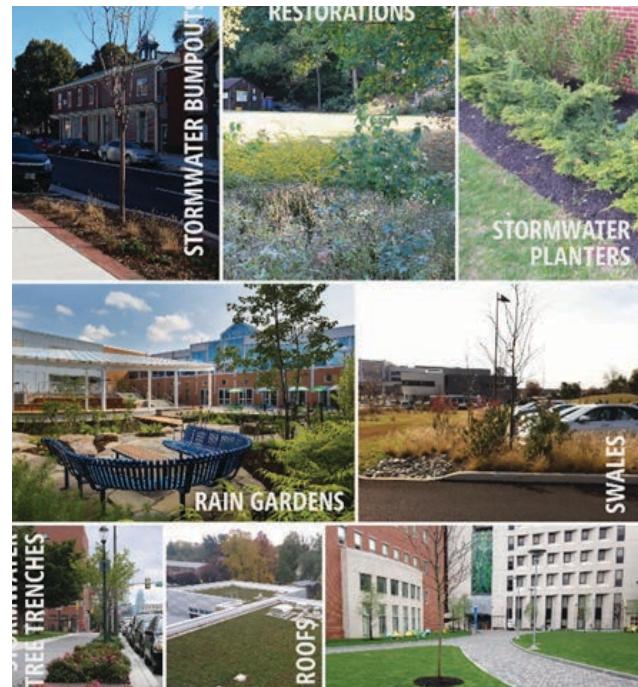
Water Resources: JMT staff provides a wide array of planning and engineering services, including Low Impact Development and Green Stormwater Infrastructure designs for trail and site/civil projects. We have developed studies and design solutions sensitive to the context of the community, utilizing both conventional and natural solutions based upon the local environment and stakeholder needs. JMT's water resources services include watershed evaluation and modeling utilizing both time-tested and state-of-the-art modeling methods, bridge and culvert H&H, analysis of hydraulic/storm drainage systems, drainage improvements, floodplain analysis and modeling, flood proofing/flood damage reduction measures, assessment and design of stormwater management facilities, water quality enhancement facilities utilizing Best Management Practices (BMPs), stream and floodplain restoration using a number of techniques including Rosgen Stream Techniques and natural channel stability, and ESPC/PCSM and NPDES permitting in accordance with state and local requirements.

Applying Best Management Practices

JMT makes every effort to provide innovative stormwater solutions on all projects. We are continually looking for ways to improve our designs, improve our methods and leverage technology to improve efficiency and quality. We are known for designing sustainable, cost-effective BMPs which blend seamlessly into the characteristics of each community. We frequently engage academia, such as Villanova University (Dr. Robert Traver) and University of Maryland (Dr. Allen Davis) to stay on the "cutting edge" of Low-Impact Development research and development.

Our BMP approach to this project is simple, yet robust:

- Embrace the project objectives – innovative trail design that incorporates innovative water quality and stormwater management features.
- Be efficient and thorough in our engineering studies and analysis. Collect meaningful data and insight within the project area.
- Deliver high quality BMP designs on time, and in a cost-effective manner.
- Explore alternatives to achieve objectives, address constraints, minimize costs and provide sustainable, easy to maintain solutions. Site design, not just Stormwater design.
- Fully engage project partners/stakeholders – be open to suggestions, concerns and new ideas. Also, recognize the uniqueness of the surrounding properties to provide end products that meet the characteristics of the overall community.
- Utilize an adaptive management approach to geotechnical and utility constraints.



Supplemental Capabilities



Recent Experience on Projects with State Oversight

plementing planning and construction projects of all types and sizes, including PennDOT guidelines. We have experience in managing and administering a variety of grants, including DCNR funding. Our Project Manager, Andrew Mears, PLA, has considerable experience managing grant programs for a variety of projects and has completed more than 50 projects funded by DCNR dollars to-date.

Projects include a variety of transportation and environmental projects to PennDOT and local governments, including recent projects that are recipients of Federal and State grants. In 2017, JMT delivered the American Street Streetscape to the City of Philadelphia on an expedited timeline. The project was one of three projects that, together, received 2015 Transportation Investments Generating Economic Recovery (TIGER). As a consultant, JMT led the environmental clearance and designed the transportation elements of the locally-led project and was responsible for all ECMS-related work, including adhering to PennDOT delivery process. Together with the prime design consultant, JMT successfully hit every project milestone to ensure the grant was fully utilized. Additionally, JMT also recently delivered the Schuylkill River Trail at Bartram's Garden to the John Bartram Association. The project was also a partial recipient of a \$1.5M TIGER grant, which necessitated State oversight. JMT delivered construction documents that adhered to the PennDOT delivery process, including environmental documents, utility plans, right-of-way submissions and final plans, specifications, and estimate (S.E.). See Section 1.6 for additional projects that followed.



Transportation/Traffic Engineering

JMT has a staff of transportation and traffic engineers, transportation and urban planners and public relations specialists that provide a wide-array of transportation planning and engineering services. Services include: signal plans, intersection movements, corridor analysis, pedestrian studies, parking assessments, alignment studies, circulations studies, long-range transportation plans, and other similar services. The current scope, described in the following sections, does not include an opportunity to showcase the JMT Philadelphia Traffic Group. The traffic group will be consulted should the scope of work require contacts to the local road network or coordination with PennDOT. The Philadelphia Traffic Group maintains excellent relationships with PennDOT District 6-0 through past assignments working on PennDOT projects.



JMT staff is highly experienced in the design and analysis of types of trail structures including simple walls, culverts, noise walls, pedestrian bridges, and major structures including trusses, cable bridges, arched structures, and more. The team is familiar with bridges of all materials including timber, masonry, concrete, and steel. We are experienced with bridges over highways, railroads, waterways, sensitive environmental areas, pedestrian and bicycle paths, and other facilities.

offers our clients a full staff of real estate specialists, professional land surveyors and GIS experts. Our real estate experts have experience with title searches, deed review and mapping of property and right-of-way boundaries. Our specialists have extensive experience with property owner negotiation and property acquisition. Our professional land surveyors are experienced in establishing existing property metes and bounds through deed research and field surveys and provide our clients with development and preparation of property plats.

Education

BS / Landscape Architecture

Years of Experience

30

Registration

Registered Landscape Architect / PA / 1239E

Registered Landscape Architect / MD / 3479

Registered Landscape Architect / SC / 1338

ANDREW MEARS, PLA

PROJECT MANAGER / LANDSCAPE ARCHITECT

Mr. Mears has more than 28 years of experience in parks and recreation, trail, site development, and public and private sector land use planning, design, and development for a broad range of project types and scales. He brings extensive practical experience in site layout and engineering for a variety of project types including residential, commercial, and industrial site designs, demolition and reuse projects, streetscapes, recreation and trail projects. He is a talented and creative designer with significant project management experience working with multi-discipline teams as well as the knowledge and understanding of various design techniques, guidelines and requirements including landscape design, site grading and layout, ADA compatibility of sites and master planning. His relevant experience includes:

***Brandywine Trail Development Plan, Chester County, PA.** *Downington Borough.* Project Manager/Lead Designer. Developed construction plans for this one-mile multi-use trail located within an urban environment. Design considerations included providing linkages between the Municipal Complex and the adjacent parks.

Settlers Cabin Park-Panhandle Connector Trail, Allegheny County, PA. *Allegheny County.* Project Manager. Mr. Mears was responsible for schematic design oversight, public participation process, and development of the final construction documents in accordance with the requirements for DCNR funding. Working collaboratively with the project sponsor, The Allegheny County Parks Foundation, the design team was able to develop the trail as a road “maintenance project” by reusing an abandoned road alignment through the county park for development of the trail. This approach was effective in limiting disturbance to the existing site and surrounding woodlands, allowed for recycling of existing pavement for the trail base, avoided local and state review and permitting for E&S and land development plan processing, and finally enabled the trail to be developed within the established project budget.

C&D Canal Recreation Trail, New Castle, DE. *Delaware Department of Transportation.* Landscape Architect. The Trail Concept Plan outlines a multi-purpose trail accommodating a mix of bicycling, walking, and horseback riding (among other recreational activities) with trail markers, restroom facilities, parking, information kiosks, picnic areas, improved fishing piers, and controlled access points. Specific duties included oversight of the site planning and design of the six trailhead facilities located along the proposed 29.2 miles of trail.

Bartram's Garden Trail Planning and Design Services, Philadelphia, PA. *City of Philadelphia.* Landscape Architect. Mr. Mears was responsible for schematic design oversight and development of final construction documents. The design included development of construction plans and details for an expanded parking area, hiker/biker trail within the meadows at Bartram's Garden, associated stormwater management facilities, and various trail amenities.

Knox Kane Rail Corridor Feasibility Study, Clarion, Forest, Elk and McKean Counties, PA. *North Central PA Regional Planning Commission.* Project Manager. The Knox Kane Rail Corridor passes through an area rich in rail history and natural beauty. The corridor is a critical link in the PA Wilds Region in connecting the four counties, establishing eco-tourism opportunities, providing connections to adjacent state and national forests, and providing regional and national linkages beyond the immediate area. Mr. Mears is leading the efforts that will examine various issues associated with trail master planning including verification of railbanked status, potential acquisition and/or work-arounds, trail usage, demand/trends, and will provide recommendations for operations, management, safety and security, and financial feasibility and coordination of existing and future planning initiatives that may affect the corridor.

**Denotes project completed while with previous employer.*



Education	Years of Experience
BS / Civil Engineering	21
Registration	
Registered Professional Engineer / PA / PE076380 Registered Professional Engineer / MD / 27709	

NEIL BEACH, PE

TRAILS ADVISOR / QA/QC MANAGER

Mr. Beach's experience includes long-range planning, transportation and site engineering, planning and design for pedestrian and bicycle facilities, planning and design for urban projects and working with multi-disciplined project teams which include urban planners, landscape architects and construction management staff. He has also been heavily involved in community outreach and public involvement throughout various project stages, from concept development through construction. His relevant experience includes:

Transit and Bicycle-Pedestrian Planning, Statewide, PA. *PennDOT Bureau of Public Transportation (BPT).* Program Manager/ Project Engineer. Mr. Beach was responsible for providing oversight and engineering support for a variety of pedestrian/bicycle and transit-oriented projects supporting PennDOT's Bureau of Public Transportation (BPT). Specific projects include:

- **SR 381 Pedestrian Access and Safety Improvements**, which is focused on providing safe pedestrian and bicycle facilities to visitors to the Ohiopyle State Park.
- **Presque Isle State Park Multimodal Study**, which includes evaluation of traffic operations into and out of the park. The plan seeks to balance and enhance all modes of travel – motorized, pedestrian, and bicycle – while preserving the natural elements of the park.

Professional Consulting Services Work for Bartram's Garden, Schuylkill River Trail, Philadelphia, PA. *City of Philadelphia.* Project Manager. Mr. Beach was tasked with the oversight of the schematic design and development of the final construction documents for this segment of the Schuylkill River Trail within the Bartram's Garden property. The design project included the development of construction plans and details for an expanded parking area, hiker/biker trail within the meadows of the Garden, associated stormwater management facilities, and various trail amenities.

Cobbs Creek Connector Trail Final Design and Engineering, Philadelphia, PA. *Clean Air Council.* Project Manager. Mr. Beach was responsible for the oversight of the base mapping, design, permitting, and general coordination of the project. This included design of the short trail segment in the cart way of Cobbs Creek Parkway, underneath the CSX bridge, requiring close coordination with PennDOT District 6-0. JMT was selected by the Clean Area Council for the design of the first phase of a major extension of the Cobbs Creek Connector Trail in West Philadelphia. The focus of this project is on a specific section of "Segment A" – the stretch of trail from the terminus of the existing trail at 70th Street and Cobbs Creek Parkway to the southern portion of the CSX bridge over Cobbs Creek Parkway, along with the entrance from the Parkway to Cobbs Creek Park.

Long Branch Walkway Trail, Montgomery County, MD. *Montgomery County.* Senior Project Engineer. Led design efforts, including the development of the trail facility and trail amenities, as well as coordinated concurrent project efforts, including the design of the bridge, stormwater management facilities and lighting. Worked closely with the County and SHA through the plan review and permitting process associated with the federally funded project, and M-NCPPC's development/permitting process. This project involved the planning, design, and construction documents for a pedestrian walkway and bridge connecting a community center and a public library through a forested floodplain in the Long Branch Park.

C&D Canal Recreational Trail, New Castle County, DE. *Delaware Department of Transportation.*

Trail Planner. Mr. Beach provided preliminary engineering services for the trail and trailhead facility development and was responsible for oversight of the site design and construction documents of the six trailhead facilities along this 29.2 miles of trail. The project was led by a work group composed of representatives from MD and DE Congressional Offices, USACE, DelDOT, MDE, and representatives from 10 other Federal, state, county, and municipal agencies. The Trail Concept Plan outlined a multi-purpose trail accommodating a mix of bicycling, walking, and horseback riding with trail markers, restroom facilities, parking, information kiosks, picnic areas, improved fishing piers, and controlled access points.



Neil Beach, PE

Transportation Planner / Engineer

Education

BS / Civil Engineering / 1997

Years of Experience

With JMT – 21

Other Firms – 21

Registration

Registered Professional Engineer (PE) / PA / #PE076380 / 2009

Mr. Beach has extensive experience in the engineering field. His experience allows for him to be utilized on a full range of projects including transportation and transit planning, preliminary engineering, and design projects and he provides clients with a solid understanding of the entire project process from beginning to end. Mr. Beach has been involved in several community, main street, and downtown planning efforts focusing on multimodal solutions and working with multi-disciplined project teams including urban planners, landscape architects and construction management staff. He has experience preparing cost estimates, roadway improvements, drainage improvements, bicycle/pedestrian accessibility and safety, streetscapes, parking strategies, and access management strategies. He also has expertise in community outreach/public involvement for all phases of project development from concept through construction.

Pedestrian & Bicycle Implementation Plan, Chambersburg, PA. Project Manager. Responsible for the planning process, steering committee coordination, public involvement, identification of capital projects, and cost estimating. The plan included a new Complete Street Policy for the Borough, design guidelines, and ordinance and policy evaluation with specific recommendations for changes to better accommodate pedestrians and bicyclists.

Comprehensive Plan Update, York Township, York County, PA. Project Manager. The project included the development of a Central District with emphasis on the identification of public infrastructure and multimodal solutions including multimodal solutions, land use strategies, and future growth strategies. Responsibilities included the development of the transportation component of the Comprehensive Plan (2014) for York Township. Oversaw the evaluation of the existing transportation network in the Township, as well as the analysis on proposed improvements to promote smart growth initiatives and a complete streets approach. Worked closely with the Planning Commission during the planning process.

2006 Comprehensive Plan Revision – Transportation Elements (Chapter VII & XIV) and Act 209 for Traffic Impact fee Ordinance, West Hanover, PA. Transportation Planner.

Responsibilities included coordinating and overseeing data collection and assemblage, field observations, and document review for the update of the Township's transportation element of the Comprehensive Plan. Tasks included the review of transportation and land use plans and pertinent studies, as well as close coordination with the Township Planning Commission and staff in establishing the future needs and vision for the Township's transportation network.

Joint Comprehensive Plan, Middle Paxton Township and Dauphin Borough, PA. Project Manager. Project consisted of providing comprehensive planning efforts focused on infrastructure planning for Middle Paxton Township and Dauphin Borough as a part of their Joint Comprehensive Plan update. JMT's team of planners, engineers and landscape architects provided services that focused on infrastructure planning, including utilities, roadway improvements, multimodal transportation improvements and improvements to emergency vehicle access. Mr. Beach served as our team's project manager and was responsible for overseeing JMT's planning efforts, coordinating staff efforts and developing final deliverables.

University of Pennsylvania, Walnut Streetscape Enhancement, Philadelphia, PA. Project Manager. The University of Pennsylvania funded a comprehensive streetscape improvement project along Walnut Street between 32nd and 33rd Streets. Improvements included sidewalk replacement, pedestrian scale lighting, new curbing, infill plantings, architectural lighting, facade improvements, and streetscape amenities. Mr. Beach was responsible for coordinating and overseeing JMT's design disciplines as well as leading coordination with and securing approvals from the City of Philadelphia.





Angie Hernandez, AICP

Pedestrian / Bicycle Planner

Ms. Hernandez specializes in comprehensive planning, urban planning, multimodal transportation planning, community and stakeholder outreach, and federal grant management. She has experience in project and program management, GIS, research and data analysis, bicycle and pedestrian transportation planning and policy, ADA requirements, and technical writing. She is experienced in public participation techniques and communication methodologies including event/meeting planning and coordination, consensus building, design charrettes, and facilitation.

Education

BS / Regional and Environmental Planning / 2013

JMT Project Management Training

NHI FHWA Bicycle and Pedestrian Facility Design Course

Years of Experience

With JMT – 4

Other Firms – 2

Registration

American Institute of Certified Planners (AICP) / #29768

Pennsylvania Bicycle and Pedestrian Master Plan, Statewide, PA. Deputy Project Manager. Ms. Hernandez is currently updating the statewide master plan utilizing information gathered through the public, coordination with the Advisory Committee, and other state and regional bicycle and pedestrian plans. The plan will provide a framework for improving conditions for walking and bicycling across Pennsylvania, most notably for those Pennsylvanians who walk and bicycle out of necessity rather than for leisure and recreation. It will establish and update goals, objectives, and performance measures; provide guidance on how to develop regional and local bicycle/pedestrian plans; make additional program and policy recommendations beyond those made in the Pennsylvania Transportation Advisory Committee Bicycle and Pedestrian Study (TAC Study) to the State Transportation Commission (STC); and provide guidance on ways to remove barriers to effective pedestrian and bicycle planning and design.

Delaware Avenue Separated Bikeway Feasibility Study and Concept Design, Kent County, DE. Delaware Department of Transportation. Planner. Provided bicycle and pedestrian transportation planning and design services for this on-road separated bicycle lane and lead the feasibility study that analyzed current corridor conditions, surrounding bicycle and pedestrian transportation networks, and land-use types to create several design alternatives for this urban corridor. Ms. Hernandez facilitated stakeholder coordination and public outreach that included a “pop-up” bicycle facility demonstration and public survey.

Comprehensive Plan Update, Upper Macungie Township, PA. Planner. The project focused on creating an implementable plan and modernizing the plan using ESRI Story Maps to build an online plan throughout the planning process and to use online tools to engage the public. Responsible for socioeconomic/demographic analysis, existing conditions report, and identification of planning implications. Developed content for ESRI Story Maps (tool to develop an online plan) and activities to engage the public during public meetings.

Long Range Transportation Plan, DE. Delaware Department of Transportation. Planner. Ms. Hernandez was responsible for developing planning and data analysis methods to understand the long-range effects caused by current and planned land use, transportation trends, policies, and new technologies. She created multiple technical reports, summary documents, and participated in drafting the State's final plan. She facilitated a variety of public outreach and stakeholder meetings to gain input and support on the plan.

Montana State Bicycle and Pedestrian Program. Program Manager. Responsible for providing assistance on the planning and design of bicycle and pedestrian facilities across the state to ensure compliance with standards and requirements of MDT, FHWA, AASHTO, ADA, MUTCD, and NACTO. She also managed the state's “Share the Road” safety effort which included creation and promotion of safety and education related publications, media, and public outreach targeted at improving safety for pedestrians and bicyclists.



Karen L. Holm

(610) 416-5066 | Karenholm113@gmail.com

Education

BACHELOR OF ARTS | WEST CHESTER UNIVERSITY

- Major: Geography/Planning
- Emphasis on Environmental Planning

Experience

ENVIRONMENTAL MANAGER | DELAWARE COUNTY PLANNING DEPARTMENT | 1984-2019 (RETIRED)

- Oversaw all aspects of the Environmental Planning section work program
- Prepared and presented planning reports on a variety of topics
- Wrote successful grant applications and managed grants
- Coordinated environmental planning programs with regional planning entities and organizations
- Provided technical support to municipal officials and the public on environmental resource management issues
- Convened meetings with federal, state, and regional environmental organizations

Essential Skills

COMMUNICATION

- Prepared and edited technical planning documents
- Presented reports at meetings
- Educated municipal officials and the public on environmental resource management issues
- Convened meetings with federal, state, and regional environmental organizations

AREAS OF EXPERTISE

- Comprehensive Planning – prepared environmental and community facilities chapters of comprehensive plans
- Open Space Preservation – oversaw the preparation of several county-level open space, recreation, and greenway plans
- Natural Resource Protection – gathered and disseminated information regarding county-level natural resources
- Coastal Zone Management – formed and managed the Delaware County Coastal Zone Task Force
- Floodplain Management – coordinated with FEMA and provided technical assistance regarding floodplain regulation
- Stormwater Management – oversaw preparation and implementation of Delaware County's Act 167 stormwater management plans, provided technical support to municipalities for the MS4 Program, and helped to form the Eastern Delaware County Stormwater Collaborative
- Sewage Facilities Planning – prepared sewage facilities plans for Delaware County in consultation with DELCORA
- Hazard Mitigation Plans – oversaw preparation of county hazard mitigation plans
- Climate Adaptation – served on regional committees and assisted with preparation of Chester City's Vision 2020 Climate Adaptation Elements Plan and Green Stormwater Infrastructure Plan

Organizations and Boards

BOARDS

- Southeastern Pennsylvania Resource Conservation and Development Council – Board Member
- Middletown Township Parks and Recreation Committee – Vice Chair

50 Benefits of Parks, Recreation, and Trails

Fosters community pride. Protects scenic beauty. Makes our communities special places in which to live. Conserves natural resources. Creative play. Improves physical, cognitive, social and emotional functioning of people with special needs.

Reduces the isolation of the elderly. Facilitates active healthy lifestyles. Enhances property values. Reduces stormwater management costs. Fortifies economic development.

Preserves and sustains environmental quality. Creates lively public spaces. Prevents drug abuse. Deters crime. Builds strong families. Keeps kids safe. Reduces pollution and carbon footprint. Promotes healthy food production and choices. Connects people to nature. Builds a sense of community. Preserves and sustains environmental quality.

Buffers extremes of draught and flooding. Workforce preparation. Teen mentoring. Improves student performance. Administers nutrition programs. Increases community safety. Improves air quality. Enhances access to socio-cultural goods. Promotes diversity. Generates \$140 billion in economic activity in our country annually. Serves as civic repository of social capital and community wellbeing. Protects trees and beautiful landscapes. Interprets our cultural heritage. Celebrates our history. Reduces health care costs. Creates multi-modal transportation. Provides a forum for the arts. Fosters team building and leadership. Creates memories.

Protects wildlife.

Source:
National Recreation & Park Association and Pennsylvania Parks and Recreation Society, 2018