A Proposal to Prepare the

Lawton–Fort Sill Joint Land Use Study

RFP 16-10-20






Prepared for:

Association of South Central Oklahoma Governments

Submitted by:

Matrix Design Group

October 20, 2016

Matrix
DESIGN GROUP

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Prepared by:

Matrix Design Group
Celeste Werner
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Office: 602.288.8344

October 20, 2016

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October 18, 2016

Mr. Steve Kelly, CED Planner
ASCOG
PO Box 1647
Duncan, OK 73534-1647

RE: Proposal to Prepare the Lawton – Fort Sill Joint Land Use Study

Dear Mr. Kelly and Selection Committee:

In response to the Request for Proposal (RFP) **#16-10-20** issued by the Association of South Central Oklahoma Governments (ASCOG), Matrix Design Group, Inc. presents our proposal for consulting services for the preparation of the Lawton-Fort Sill Joint Land Use Study (JLUS). We propose to offer you a team of Matrix staff that specializes in the preparation of JLUSs and has the proven expertise and experience needed to complete the scope of work while meeting the objectives identified in the RFP. Our team offers the following benefits to ASCOG:

1. **Significant JLUS Experience.** We have a dedicated staff that specializes in JLUS and compatibility planning projects. Led by a Management Team that has personal experience on more than 45 JLUS projects and 10 JLUS implementation projects nationwide, including 14 JLUSs for communities near Army installations.
2. **Understanding of the Project**. It is anticipated that this JLUS will require keen attention and an understanding of issues such as alternative energy, coordination with Native American communities, development and infrastructure expansion, light and glare, noise impacts, and environmental resources. Matrix brings project experience from other JLUSs on these and other compatibility issues relative to Fort Sill. Our JLUS approach includes the assessment of a comprehensive set of 25 compatibility factors that will be used to ensure a superior assessment.
3. **Stakeholder Engagement and Public Involvement.** Our planners are all trained facilitators and routinely conduct workshops, charrettes, and public hearings as part of the development of our JLUSs and community and military plans. All of our previous JLUS projects have involved multiple jurisdictions combined with federal, state, and local agencies. Our team leaders have successfully facilitated dialogues that not only produced consensus-based solutions, but also established lasting and enhanced coordination, cooperation, and implementation.
4. **Community and Military Planning Experience.** Our planners routinely work on community and military planning projects, including comprehensive plans and zoning codes for jurisdictions nationwide as well as long-range facility plans for Department of Defense facilities worldwide. We are aware of how local plans and programs play into the development of lands around military operating areas and how these tools can be used to effectively manage encroachment and compatibility between communities and military activities. This unique mix of experience makes our team perfectly suited to address the array of compatibility issues that will be identified.

We are very excited about the prospect of providing consultant services to the Association of South Central Oklahoma Governments and its JLUS partners. As a Vice President and owner of Matrix Design Group, my signature below shall serve as the binding authorization of Matrix in this matter of business. If you have any questions or require additional information regarding the content of our submittal, please do not hesitate to contact me at 602.288.8344 or at celeste_werner@matrixdesigngroup.com.

Sincerely,

Celeste Werner

Celeste Werner, AICP
Vice President / Project Manager
Matrix Design Group, Inc.

Firm Background, Principal Officers, Prior Experience 2.

Firm Background, Principal Officers, Prior Experience

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Established in 1999, Matrix Design Group, Inc. (Matrix) is an interdisciplinary planning and engineering firm that specializes in professional technical services for local, state, and federal governments; the Department of Defense (DOD); private sector entities; and other agencies / organizations. Matrix's growing staff is currently more than 140 persons strong. From compatibility studies to comprehensive plans for cities or counties, Matrix understands the challenges faced by communities and the complex interrelationships required to address issues.

2.1 Form of Organization / Business Location

Headquarters

The Matrix corporate headquarters is located in Colorado Springs, Colorado at the following address:
2435 Research Parkway
Suite 300
Colorado Springs, CO 80920

Branch Office and Personnel

The company proposes to perform the work associated with this Join Land Use Study (JLUS) out of its Phoenix office at:

2020 North Central Avenue
Suite 1140
Phoenix, AZ 85004

Additional support may also be provided from our offices in the Washington, D.C., Sacramento (CA) and Denver (CO).

Form of Organization

Matrix is an employee-owned Colorado Corporation, incorporated September 3, 1999.

Principal Officers

Matrix Design Group has twelve stockholders (principals), including Dan Schnepf, PE as CEO for the past 17 years.

President and Chief Executive Officer
Dan Schnepf
2435 Research Parkway, Suite 300
Colorado Springs, CO 80920
Phone: (719) 575-0100
Email: dan_schnepf@matrixdesigngroup.com

In addition to Dan Schnepf, other stockholders (principals) within the organizational structure of Matrix are:

Officer	Title	Time with Matrix
Celeste Werner, AICP	Director of Planning	11 years
Mick Hrapla	Director of DOD Programs	11 years
Robert Krehbiel, PE	Director of Water Resources	17 years
Eric Smith, PE	Director of Public and Private Sector Improvement Projects	14 years
Sal Nodjomian, PE	Director of Governmental Consulting Services	4 years
Patrick Chelin, PE	Director of Development Services	7 years
Don Brandes, RLA	Director of Urban Design / Landscape Architecture	5 years
Graham Thomson, PE, PSC	Director of Water Resources	9 years
Roberta Schlicher, PE	Director of Environmental Services	2 years
Jamie Price, PE	Director of Transportation	9 years
Richard Satkin, PGE	Director of Munitions Services	12 years

Financial Statements

Since the founding of Matrix Design Group in 1999, the company has continued to grow, both in staff and in revenues. Our dedicated people and quality services have grown our annual revenues from $15 million to more than $20 million per year over the last five years. Our employee-owned corporation maintains a debt-free financial position and is in good financial standing. This instills pride in all Matrix employees and has allowed the company to hire some of the best staff in the planning, architectural, and engineering fields.

A copy of Matrix's 2015 Financial Statement is included with our proposal in a sealed envelope marked "Financial Statement". This information is considered proprietary and is not intended for public distribution.

Services and Resources

Matrix is a leader in providing planning, engineering, and environmental services to clients throughout the United States. Matrix provides the following services:

- Encroachment and compatibility planning
- Community planning
- Military planning
- Open space planning
- Public engagement
- Urban design
- Environmental compliance
- Water resources
- Program management
- Environmental services
- Land development
- Transportation planning
- Infrastructure engineering
- Landscape architecture
- Geographic Information Systems analysis
- Field services

2.2 Samples of Management Reports

As part of the work completed on the Lawton – Fort Sill JLUS, Matrix will complete quarterly management reports for the ASCOG JLUS Project Manager. These will provide information on what was completed for each task during that quarter and a list of deliverables that were submitted to the ASCOG, JLUS committees, or for public consumption.

As requested in the RFP, We have included sample management reports from previous JLUS projects. Sample management reports from the Sheppard Air Force Base JLUS and Greenlief Training Site JLUS are included on the enclosed CD, labeled "SAMPLE MATERIALS," included with our submittal.

2.3 Samples of Similar Past Projects

As requested in the RFP, Matrix has included examples of four similar past projects with our submittal. These examples projects are included on the enclosed CD labeled "SAMPLE MATERIALS." The example projects on the CD are for:

- Camp Williams JLUS
- Fort Harrison JLUS
- Idaho JLUS
- Sheppard AFB JLUS

2.4 Related Project Experience

Matrix is distinguished from other firms in the country in our experience with compatibility planning. Our extensive JLUS experience has allowed us to develop a thorough understanding of the demands and rigors of coordinating and communicating with our client, the military, JLUS committees, the public, and other stakeholders. This experience on JLUS programs has provided us with the knowledge and tools needed to address the full range of compatibility issues.

Every JLUS we complete involves strong community and stakeholder engagement and a community awareness program to ensure that the public understands the value of the military presence, interaction with the installation, and the military activities that occur in operational areas. We also listen and engage the public to identify compatibility issues that should be assessed and achieving solutions while protecting the mission.

Our successes on past JLUS projects are credited in large part to our ability to be flexible throughout the process, bringing lessons learned and best practices to each project, and to work with our clients as partners for solving their unique issues. Matrix offers the very best in responsive, reliable and accomplished compatibility planning.

Figure 2-1 shows the locations of Matrix JLUS projects completed or in-progress throughout the country.

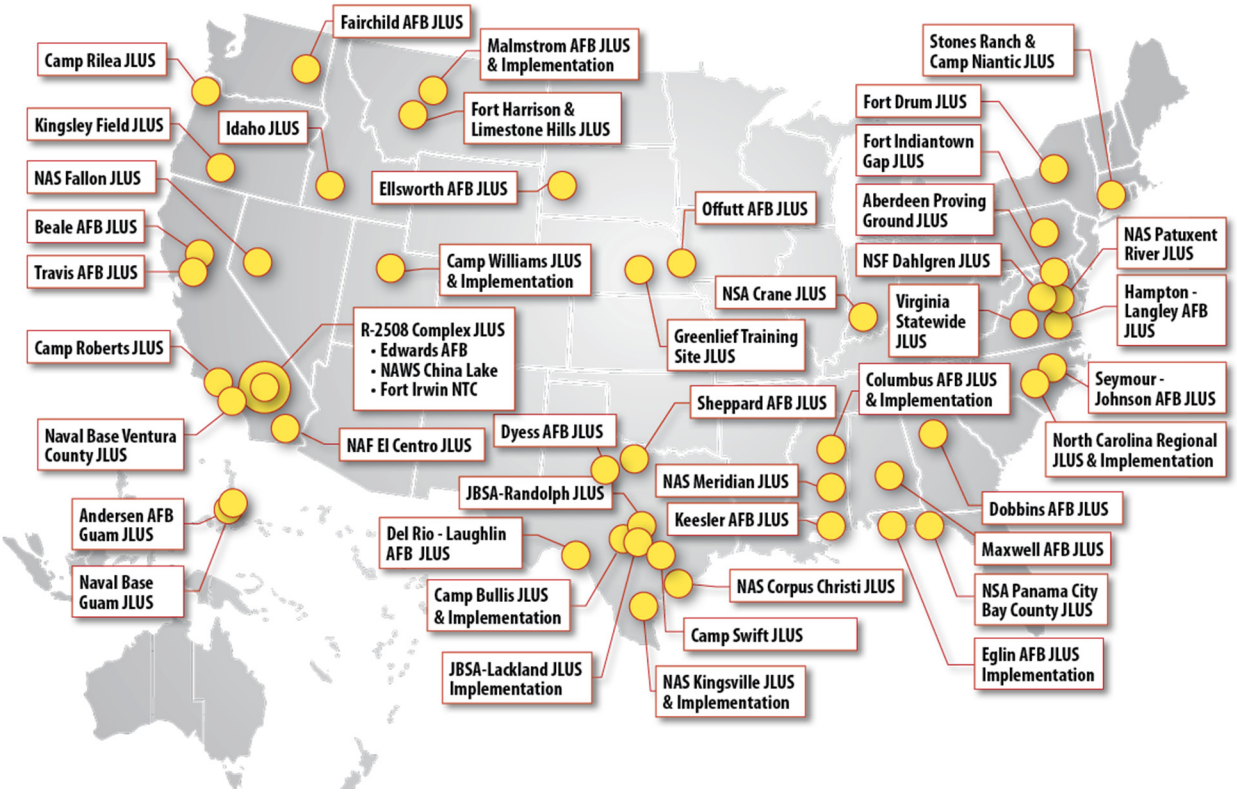


Figure 2-1. Matrix JLUS Projects Map

Understanding the symbiotic relationship military installations have with communities is vital to a successful JLUS project. Matrix recognizes the economic impacts that installations bring to communities and how the external factors of urban growth and economic development can present encroachment challenges. Through each JLUS project, Matrix analyzes the impacts of urban growth, economic development initiatives, and associated infrastructure programs on mission capability to mitigate current, emerging, and potential encroachment. Matrix's expertise in evaluating these factors is supplemented by knowledge and experience from successful planning projects developed for communities across the country.

As part of every JLUS project, Matrix evaluates, analyzes, and develops implementation strategies that must be politically palatable, economically viable, and valuable to both communities and installations. Identifying and analyzing the economic cost / benefit of each strategy is part of the strategic process Matrix employs on every JLUS project to ensure strategies are uniquely tailored, achieve desired goals, and are realistic. Matrix leverages fiscal impact analysis expertise from community planning projects and JLUS strategy development from past projects nationwide to provide optimized and reliable solution sets.

Matrix has broad and focused experience in community planning and development, having successfully executed community planning projects, including full comprehensive plan updates, zoning and land development regulations, and through analysis and recommendations to update comprehensive plans and zoning codes as a component of JLUS projects. Matrix includes planning staff with first-hand experience working in city and local governments.

Matrix also has first-hand knowledge of military installation management and operations with a team composition that includes retired military officers and staff who have managed and executed military planning projects for all DOD branches, ranging from master plans, visioning plans, cost optimization plans, joint basing feasibility studies, and design projects.

For all of our JLUS projects, we look at a comprehensive set of 25 compatibility factors. Using this process, a comprehensive set of issues will be identified. For this JLUS, the RFP identified several preliminary issues. Many of the JLUS projects Matrix has worked on have addressed similar encroachment issues to those faced by Fort Sill, including alternative energy development, urban growth and incompatible land use, and issues associated with noise, light and glare, and air quality. The following pages highlight experience on projects of similar scope to the Lawton – Fort Sill JLUS, and the issues and circumstances identified in the RFP:

- Army / Army National Guard Installation JLUS Experience
- Alternative Energy Assessment
- Coordination with Native American Communities
- Urban Growth / Infrastructure Extensions
- Light and Glare
- Air Quality
- Threatened and Endangered Species / Biological Resources
- Noise and Safety Concerns
- Air Operations

Army / Army National Guard Installation JLUS Experience

The Matrix Team has worked on 14 JLUS projects for communities around Army and Army National Guard installations, many of them with active airfields. We have knowledge and experience on the unique training programs that occur at these bases, both on the ground and in the air, and we have been successful in developing Army-community relations policies across the country. Some examples of installations with similar missions to Fort Sill that we have completed JLUSs for include the following.

- Fort Indiantown Gap in Pennsylvania is home to Muir Army Airfield, which has noise contours and safety zones that extend past the boundaries of the installation.
- Stones Ranch and Camp Niantic in Connecticut dealt with physical security for training areas and issues of light and glare impacts.
- Fort Harrison and Limestone Hills Training Area in Montana are the state's primary Army training facilities and have areas for weapons firing, vehicle maneuvers, an impact area, and helicopter operations.
- Camp Williams JLUS and JLUS Implementation in Utah includes small arms ranges, artillery firing points, vehicle maneuver areas, and an airfield.
- Aberdeen Proving Ground in Maryland dealt with aviation issues at two airfields (Phillips Army Airfield and Weide Army Heliport) and issues associated with spectrum interference.
- Camp Bullis JLUS and JLUS Implementation in Texas involved small arms ranges and assault airstrip.

Apache training at Fort Indiantown Gap

- Camp Rilea in Oregon addressed noise from small arms ranges and MOUT facilities, physical security along shoreline and helicopter training.
- Camp Roberts in California included noise, safety and light and glare compatibility concerns associated with multiple small and large arms ranges, grenade ranges, and McMillan Airfield used for drops and UAV test and evaluation.
- Camp Swift in Texas dealt with urban encroachment.
- National Training Center, Fort Irwin – a component of the R-2508 Training Complex JLUS (California). Key issues were wind energy and development.
- Greenlief Training Site in Nebraska dealt with helicopter safety associated with wind generation and crop dusting operations and noise associated with range operations.
- Orchard Training Area – a component of the Idaho JLUS – covered issues with physical security, convoy operations, rail operations, and use of public lands associated with armor and helicopter training.

Alternative Energy

Alternative energy development has been a significant compatibility issue addressed in a number of our JLUS projects. Solar, geothermal, and tidal energy have been assessed in several JLUSs, but by far, assessment of wind generation facilities has been dominant in our work. Examples include the following.

- Fort Drum JLUS in New York is an important Army training installation. Alternative energy development in the region was assessed for the impacts to helicopter flight routes and mission operations at the Fort.
- Travis Air Force Base (AFB) JLUS - JLUS is dealing with expansion and modification to an existing wind farm and wind generation equipment and the implications this has on flight operations and radar operations.
- Malmstrom AFB JLUS and Implementation included creation of a Red-Yellow-Green compatibility map for identifying locations that were more or less compatible for wind energy development.

Wind farm near Travis AFB

- R-2508 JLUS covers more than 300,000 acres and serves as one of the country's largest military airspaces. It was one of the first projects to incorporate a Red-Yellow-Green model to predict wind energy compatibility with military missions.
- Naval Air Station (NAS) Corpus Christi JLUS involved significant wind farm development and potential.
- NAS Kingsville JLUS and Implementation dealt with significant wind farm development and potential, development of airport zoning regulations.
- NAS Patuxent River evaluated potential wind farm impacts to radar systems. The evaluation was based on a model of distance and height.
- State of North Carolina JLUS Implementation - Alternative energy Red-Yellow-Green compatibility mapping for identifying locations for compatible wind energy development.

Coordination with Native American Communities

Through several of our JLUSs, Matrix has been successful at engaging Native American communities into the JLUS process as stakeholders and partners. Inclusion of Native American communities is important relative to land use, resources protection, and access / protection of have cultural resources within the study area. The successful engagement of Native American communities has resulted in better coordination between military installations, regional communities, and Tribal governments on shared resources and protection of culturally significant lands. Native American communities were stakeholders and partners in the following JLUSs.

- The **Camp Rilea JLUS** coordinated with Native American communities on land management concerns and impacts of Army training on cultural sites.

- The **Idaho JLUS** covered a wide range of land in southern Idaho and coordinated with Native American communities to discuss concerns of aircraft overflight and impacts on quality of life and economic development.

- The **Naval Air Station Fallon JLUS** included an aircraft bombing range located partially over Native American land. The JLUS brought the Tribal government into discussions among the military and regional counties to develop mutual goals to address compatibility.

- The **Naval Support Activity Panama City JLUS** assessed an issue regarding the location of a Native American cultural site on the Navy installation and coordinated between the Navy and local community to allow access to the site.

- The **Stones Ranch and Camp Niantic JLUS** included culturally significant areas on and around Army training grounds.

Urban Growth / Infrastructure Extensions

The main focus of most JLUSs is how effective management of future community growth to be compatible with military operations, and for future military operations not to impact the community life. This is a much more involved process for growing communities, especially for communities that have grown adjacent to the installations. A majority of our JLUSs provide detailed assessments of regional growth impacts resulting in incompatible development and other issues such as roadway congestion and infrastructure extensions. The following key JLUSs highlight the regional growth response:

- **Hampton-Langley JLUS** provided a detailed assessment of the existing and future land uses and zoning that were located in mission operational areas. As a result of the JLUS, the communities have been better prepared to manage growth in a compatible manner while maintaining the opportunity to receive more benefits from potential additional missions.

- The **Camp Bullis JLUS** was successful in working with communities around Camp Bullis to consider compatibility in land use decisions. The northwest side of Bexar County and the City of San Antonio, Texas were experiencing significant commercial and large residential subdivision development. The JLUS was the catalyst to enable state legislation that gave Bexar County the authority to regulate the use of outdoor lighting to protect the military medic training program at Camp Bullis.

- The **Camp Williams JLUS** looked at regional growth through management of wildfires and fires ignited for training operations conducted at the installation. The communities were encouraged not to locate new residential development near training ranges. In addition, the military and the communities were recommended to install vegetation and foliage that would not increase the risk profile for fires.

- **The Fort Harrison JLUS** identified a major concern of agricultural and vacant land adjacent to the Fort being proposed for new residential development. This development would have brought 600+ new single family homes across the street from the Fort's main gate, within the noise zones and aircraft operating areas. As a result of the JLUS, the land was eventually purchased through a joint effort of the local community, conservation groups, and the Army to preserve it from future development.

Light and Glare

Light and glare can have severe impacts on the functionality of night vision devices and the reduce mission effectiveness of night vision training. This is an issue often faced at Army installations that are close to urban areas or regions experiencing growth. Matrix has assessed the impact of lighting on training operations during many of our JLUSs and has assisted communities to pass lighting ordinance to reduce the impacts of community lighting on night vision training. The following are a few examples of JLUSs we have assessed light and glare impacts:

- In the **Camp Bullis JLUS**, nighttime lighting impacts was one of the biggest issues of concern. Camp Bullis's location in the City of San Antonio, TX meant that it experienced severe impacts from urban lighting within the community. One of the major recommendations to come out of the JLUS was the establishment of regional lighting ordinances and coordination to reduce nighttime lighting.
- The **Camp Williams JLUS** looked at lighting impacts on a regional level. Nighttime training was impacted by several surrounding communities.
- The **Camp Rilea JLUS** assessed the impacts of nearby commercial and industrial growth centers, including a Costco and car dealership that had bright parking lot lights at night that impacted night training.
- The **Idaho JLUS** dealt with lighting impacts to night vision training, both for ground training and helicopter operations, from urban expansion in previously rural areas.

Air Quality

Air quality is defined by numerous components that are regulated at the federal and state level. For compatibility, the primary concerns are pollutants that limit visibility (such as particulates, ozone, etc.) and potential non-attainment of air quality standards that may limit future changes in operations at the installation or in the area. Matrix has completed a number of JLUSs dealing with air quality issues.

- In the **Ventura County Naval Base JLUS**, air quality was a factor for the region that impacted operations at the base by limiting emissions on a regional level.
- The **Travis AFB JLUS** assessed air quality impacts in the region around the base. Travis AFB sits in-between two air quality districts, so non-attainment in one district or both limits the emissions output for the base. Regional coordination was a key factor to address the issue.

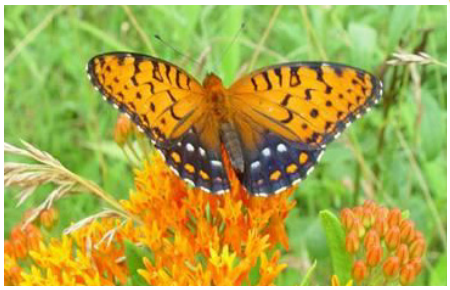
Threatened and Endangered Species / Biological Resources

Biological resources include federal and state listed species (threatened and endangered) of flora and fauna, wildlife habitats, and areas such as wetlands and migratory corridors that support these species. Biological resources are a component of many of our JLUS projects that require special development considerations to ensure military operations do not impact them detrimentally, that installations balance their accommodation with mission performance, and that military installations do not become mission-impacted islands of refuge for them as a result of unabated surrounding development. Some key examples of JLUS projects with a biological component include:

- Seymour Johnson AFB and Dare County Range JLUS addressed the concern for protection of the red-cockaded woodpecker, the American alligator, black bear, and red wolves proximate to the Dare County Range from potential impacts of overflight. Migratory birds and waterfowl management on and proximate to the Dare County Range were also considered.

- Aberdeen Proving Ground JLUS evaluated the impact of bald eagle management and environmental regulatory impacts on new mission footprints, nesting site buffers on mission critical activities, and the impact of regional development on the increased habitat at the installation.

- Fort Indiantown Gap addressed the impact of state-listed rare species including cataloging butterfly populations, habitats on the installation, activities, threats, and issues.



Regal Fritillary butterfly at Fort Indiantown Gap

- Naval Support Activity Crane JLUS considered the potential impact on mission capability from the bald eagle, federally listed endangered Indiana Bat and Northern Long-Eared Bat, and 27 other state listed endangered species and species of concern documented at NSA Crane.

- Naval Air Station Fallon JLUS addressed the impact of wildlife and habitat including the sagebrush ecosystem on the military mission, low-level flight impacts on wildlife, and concern over the potential listing of additional species on military operations.

- Naval Base Ventura County JLUS assessed the impact of upstream development including changes in agriculture techniques, increases in impervious cover, land use activities, and inadequate drainage and stormwater facilities on wetland and marsh areas.

- Naval Air Facility El Centro JLUS evaluated the impact on sensitive species and habitats from future development and recreational use and the potential to create an environment where military areas become resource islands, impacting current and future use of range areas.

- Camp Rilea JLUS protection of designated threatened species Oregon Silverspot Butterfly and Western snowy Plover and their habitat. Included work with land trusts to develop off-site mitigations.

- Camp Bullis JLUS involved several threatened and endangered species had habitat around Camp Bullis that had potential impacts to training operations: Golden-cheeked Warbler, Black-capped Vireo, and nine karst invertebrates.

Noise and Safety Concerns

For the JLUS documents we have completed for the Army and Army National Guard installations listed earlier, assessment of noise / vibration and providing strategies to avoid incompatible development in areas exposed those issues were key factors we addressed. Our team has expertise in the assessment (and differences) of noise and vibration associated with:

- mortar/artillery/rocket/armor training;
- aircraft field training (nap-of-the-earth flight, air drops, rappelling, aerial gunnery, etc.);
- small and large arms range training;
- grenade training;
- explosive ordinance disposal; and
- standard airfield operations.

Armor training, Orchard Training Area, Idaho

Air Operations

Matrix has evaluated air operations for both fixed wing and rotary wing airframes for many of our JLUS projects, including most of the JLUS projects for the Army and Army National Guard installations listed earlier. Topics addressed included flight safety, vertical obstructions, competition for airspace, noise, light and glare, and use of special use airspace. The following list of Army / National Guard installations highlights some our recent experience with air operations assessment.

- Camp Bullis JLUS, TX
- Camp Swift JLUS, TX
- Camp Williams JLUS, UT
- Fort Harrison, MT
- Fort Indiantown Gap, PA
- Greenlief Training Site, NE
- Idaho JLUS

Rappel training, Camp Rilea, Oregon

The following pages provide an overview of the relevant project experience that Matrix will bring to the Lawton – Fort Sill JLUS. Projects are color-coded by project type to assist in review, as follows.

JLUS / JLUS Implementation Projects

Military Planning Projects

Community Planning Projects

JLUS Projects

Aberdeen Proving Ground JLUS (MD)

The study area for the Aberdeen Proving Ground (APG) JLUS comprises all properties located within the military reservation boundary and includes the Aberdeen Area cantonment and range areas (27,630 acres); Edgewood Area and range areas (9,859 acres); the Churchville Test Area (244 acres); Graces Quarters (397 acres); Carroll Island (850 acres); Pooles Island (220 acres); smaller property areas associated with utilities, towers, and other range-associated infrastructure located on the Eastern Shore of the Chesapeake Bay. The APG JLUS assessed the regional population growth pressures associated with APG's relative proximity to the three major metropolitan areas of Baltimore, Maryland; Washington, D.C.; and Philadelphia, Pennsylvania. The geographic extent of the overall JLUS Study Area was largely a result of sound travel and noise complaints, concerns and impacts associated with RDT&E missions, and an overall shifting demographic and land use composition of areas that were once rural becoming more suburban.

Andersen AFB CSS / JLUS (Guam)

As a territory of the U.S., Guam has been identified to host a significant component of U.S. armed forces for the Pacific region. Acting as the primary consultant on the Government of Guam's Advisory Consultant Team, Matrix created the Compatibility Sustainability Study (CSS), which is essentially identical to a JLUS conducted in the Continental United States. The study associated with this base includes current operations as well as the impact of the military build-up due to the relocation of troops from Okinawa. In addition to land use and airspace issues, the study examined the placement of munitions and missile launch facilities associated with the Air Missile Defense Task Force (AMDTF) proposed to be located on Guam. The scope of this JLUS effort encompassed all elements of the Marine, Air Force, and Army relocation as it relates to land use and compatibility for the island of Guam.

Beale AFB JLUS (CA)

Located 40 miles north of Sacramento in Yuba County, Beale AFB is the home of the 9th Air Force Reconnaissance Wing. The 9th Wing uses U-2 aircraft and is scheduled to use the RQ 4A Global Hawk unmanned aircraft to provide high altitude reconnaissance. While the surrounding community does not presently impact operations at the 23,000-acre installation, recent population growth in northern California may affect the installation in the future. The overarching goal of the Beale AFB JLUS is to ensure that future public and private development around Beale will be compatible with both the military mission and the needs of the community.

California Advisory Handbook For Community And Military Compatibility Planning (CA)

The purposes of the Handbook are to provide 1) guidance to cities, counties, property owners, developers and the military to facilitate collaboration, and 2) a menu of tools and strategies that help maintain compatibility between community land uses and military activities. The Handbook presents planning tools, best practices and processes that allow local planners, builders, and the military to share information and communicate in a timely and proactive way so all parties can make fully informed land use decisions.

Camp Bullis JLUS (TX)

Camp Bullis is a 27,993-acre Army training site located just north of San Antonio, Texas. Although the primary user of the installation is the U.S. Army, it is also used by the Air Force, National Guard, and other agencies. Camp Bullis is the Army's premier training facility for combat medicine. Other types of training activities that take place are small arms and large caliber live fire exercises at 20 different ranges, night training with specialized night vision equipment, and air combat drop zones. The major issues addressed in the Camp Bullis JLUS include military noise impacts on surrounding communities, light and glare impacts on night training, threatened and endangered species, and safety associated with flight activity.

Camp Rilea JLUS (OR)

Camp Rilea is located in Clatsop County at the northwest tip of Oregon. The Camp is operated by the Oregon National Guard as a training facility, and also hosts a radar control center for the Oregon Air National Guard. The installation offers a set of small arms firing ranges and grenade ranges. Camp Rilea also provides a mock "city", called a Military Operations in Urban Terrain site, which is used by National Guard, active duty military units, and local law enforcement agencies for urban training. Issues addressed in this JLUS included encroachment of residential uses, impacts from noise, helicopter flights into the facility, and public access from local trails and the installation's location along a public beach.

Camp Roberts JLUS (CA)

Matrix completed this JLUS as a cooperative planning effort between Camp Roberts and the surrounding jurisdictions of the City of El Paso de Robles and San Luis Obispo and Monterey counties. The installation is a strategic asset in the nation's defense and California's emergency response capabilities. Camp Roberts hosts heavy and light maneuver training exercises by California National Guard, Army, Army Reserve, Marine Corps, and Air Force units, as well as law enforcement agencies and other state and federal agencies. The goal of the JLUS is to ensure that both Camp Roberts and the surrounding civilian areas are compatible, taking into account the needs of the community and the military mission. The JLUS identified mutually beneficial strategies for the military and local communities.

Camp Swift JLUS (TX)

Camp Swift in central Texas provides unique and irreplaceable assets for the nation's military. The 11,746-acre Maneuver Training Center-Light (MTC-L) provides pre-mobilization and institutional training for the Texas Army National Guard / Texas Military Forces (TXMF). Camp Swift serves as the premier site for pre-mobilization training for TXMF. Training activities include basic infantry skills, combat engineering skills, maneuver exercises, helicopter operations, personnel/cargo air drops, small arms and pre-serving weapons firing and demolition training.

Camp Williams JLUS (UT)

Camp W.G. Williams is located 26 miles south of Salt Lake City on the west slope of the Traverse Mountains. The site is a National Guard Training Site operated by the Utah Army National Guard and offers terrain and environments similar to those encountered by military forces in foreign conflicts such as Operations Iraqi Freedom and Enduring Freedom. Land uses within the Camp boundaries include small arms ranges, artillery firing points, and vehicle maneuver areas. Facilities inside the Camp boundaries include a Utah National Guard airfield used for aircraft operations, a heliport and other operational and industrial facilities. Training is specialized to include winter, desert, mountain, and amphibious training, primarily conducted within a 50-mile radius of the installation.

Columbus AFB JLUS (MS)

Columbus AFB was established in 1941 as the Air Corps Advanced Flying School, Columbus, MS and currently serves the 14th Flying Training Wing. Columbus AFB's main mission is to conduct Specialized Undergraduate Pilot Training. Utilizing three parallel runways and 34,000 square miles of airspace, Columbus AFB is one of the busiest training bases in the world. As a region with growing economic development, the JLUS includes a compatibility review with a focus on issues potentially resulting from extensive Military Training Routes, such as noise, light and glare, steam, transportation and infrastructure development in and around the base and auxiliary field.

Del Rio (Laughlin AFB) JLUS (TX)

Located within the Rio Grande River Valley Region of southwest Texas is the City of Del Rio and Laughlin AFB. The Air Force base is the largest employer in the region, with over 1,700 civilian employees and 1,400 military personnel. Laughlin AFB is a premier Air Education and Training Command (AETC) installation and provides unprecedented training to the U.S. and multi-national pilots. This JLUS focused on several challenges within the current environment, including military housing, development encroachment issues, transportation competition, and recreation preservation.

Ellsworth AFB JLUS (SD)

Ellsworth AFB, located outside Rapid City, South Dakota, is home to the 28th Bomb Wing, which is one of only two B-1B bases in the world. The primary mission of the 28th Bomb Wing is to provide combat ready aircrews and aircraft for operations worldwide. The Wing also provides support personnel dedicated to sustaining those that live and work on the installation. This JLUS is a bit unique in that a previous JLUS was completed in 1995 that had recommendations to minimize civilian encroachment on the base. The JLUS that Matrix performed looked in greater detail into the issues surrounding the base and its associated airspace that is vital to the 28th Bomb Wing's mission.

Dobbins Air Reserve Base JLUS (GA)

Dobbins ARB is a significant economic engine for the surrounding region and one of the largest single employers in Marietta, GA. To provide a complete picture of the total economic impact of Dobbins ARB, three sets of data are required: Dobbins ARB, the Georgia National Guard, and Lockheed Martin. Approximately 50,000 flight operations occur annually, making the installation an extremely active facility with various air traffic operations from all branches of the military and other US government agencies. This air traffic takes place proximate to one of the busiest airports in the world, Atlanta Hartsfield-Jackson International Airport. Issues addressed in this JLUS included competition for airspace, noise, vertical obstructions, and bird aircraft strike hazards.

Fairchild AFB JLUS (WA)

Fairchild AFB is located in Spokane County, Washington, less than 10 miles west of the City of Spokane. It is an important asset to the local economy, indirectly creating nearly 2,000 jobs with an economic impact of over $420 million annually. The objectives accomplished by the Fairchild JLUS included the identification of land use issues that could impact the operational utility of the base, development of actions that local communities could use to reduce encroachment, and creation of an action plan that all involved entities could utilize to ensure compatible development between the Air Force and surrounding areas.

Fort Harrison & Limestone Hills Training Area JLUS (MT)

Fort William H. Harrison (Fort Harrison) is located just west of the city limits of Helena, the capital city of Montana. The installation provides important maneuver areas, training facilities, small arms firing ranges, and helicopter training and exercise for active and Reserve Component personnel from the Army, Air Force, Navy, and Marines. The associated Limestone Hills Training Area (LHTA), located approximately 41 miles southeast of Fort Harrison, provides training areas for the firing of tanks, Bradley Fighting Vehicles, mortars, artillery, machine guns, aerial gunnery, small arms, explosive detonations, and small unit tactical operations. The primary concerns for compatibility includes noise, helicopter overflight, future development potential, mineral rights and mining claims on public lands, safety, and communication between the military and local communities.

Fort Indiantown Gap JLUS (PA)

Fort Indiantown Gap (FTIG) is located in Annville amongst fertile farmland in Pennsylvania in historic Dutch country. FTIG is one of the busiest National Guard training sites in the country, training more than 100,000 troops each year. The installation serves as a pre-deployment training site for all branches of the military as they prepare for a variety of operating environments and preparing for our homeland defense mission. The installation now encompasses more than 17,000 acres of land, offering 140 training areas and facilities used by military forces, law enforcement agencies, and civilians alike. Due to the nearby growth of entertainment centers, such as casinos, light and safety are two of the major compatibility factors that were evaluated during the JLUS process. Additional concerns include public access and safety, noise impacts to the community, installation security, and protection of farmlands and natural resources, among others.

Fort Irwin JLUS (CA)

The National Training Center (NTC) at Fort Irwin is located approximately 180 miles northeast of Los Angeles in San Bernardino County. Its closest community neighbor is the city of Barstow which is located 25 miles to the south, which was a key stakeholder in the process. The Fort Irwin JLUS was developed to address compatibility of training operations at the installation with its surrounding jurisdictions. Compatibility planning for this installation also became a component of the R-2508 Complex JLUS.

Greenlief Training Site JLUS (NE)

Greenlief Training Site provides unique and irreplaceable assets for both the Nebraska National Guard and the nation's military. It has served as a training site for the Nebraska Army National Guard since 1966. Greenlief Training Site is utilized for both annual and weekend training activities and serves as a mobilization site for units being deployed. Greenlief Training Site also provides important economic, social, and security contributions to the local communities. The Greenlief Training Site JLUS assessed the impacts of live fire training and the associated noise and other impacts on nearby communities and rural and agricultural activities.

Hampton-Langley AFB JLUS (VA)

Langley AFB is home to the USAF Air Combat Command. It is located in close proximity to multiple jurisdictions, including the cities of Hampton, Newport News and Poquoson, and York County. The major issues identified during this JLUS were noise from military aircraft, competition for airspace, and aircraft safety issues such as bird attractants and bird / aircraft strike hazards (BASH). Since the majority of the land around Langley AFB is already developed, some with incompatible uses to military operations, this JLUS focused significantly on how to manage current issues, as well as provide steps to prevent future concerns that could bring up new issues, such as vertical obstruction. Three military influence areas (MIAs) were developed during this JLUS process, which correspond to Safety / BASH, Noise, and Vertical Obstruction.

Idaho JLUS (ID)

The Idaho JLUS was unique among other Joint Land Use Studies because it contained two distinct study areas. One 120,000-acre study area encompassed Mountain Home Air Force Base and Mountain Home Range Complex. The other study area focused on Gowen Field and Orchard Training Area operated by the Idaho National Guard. Each study area had its own compatibility issues, stakeholders and military activities. The recommendations in the final study cater to each type of military use and how compatibility can best be managed by the entities involved.

JBSA Randolph AFB JLUS (TX)

Matrix developed the JLUS for Randolph AFB, TX that included three distinct focus areas: Randolph AFB, Seguin Auxiliary Airfield, and Stinson Airfield. Randolph AFB is located in northeastern Bexar County, characterized by two runways and various support facilities and buildings. The flying training mission provides Air Force pilots and instructors with Fundamental Fighter skills. Increased development in northeastern Bexar County and western Guadalupe County in recent years has crowded the boundaries of the base in ways that can potentially adversely impact the base's mission. As a result, the designated safety zones associated with the airfields have represented a challenge for municipalities to maintain effective compatibility planning while balancing the needs of the community. Other issues that were addressed in this JLUS include noise and infrastructure extensions that encourage development in and near safety zones.

Kingsley Field JLUS (OR)

Kingsley Field is collocated with the Crater Lake - Klamath Regional Airport and occupies 254 acres of exclusive use land leased from the City of Klamath Falls, while sharing an additional 526 acres of joint-use land with the City of Klamath Falls. It was important for the military and the community to collaborate on topics of land use, zoning, noise, and safety, in order to identify areas that could be enhanced by incorporating military compatibility guidelines into local planning documents and processes. Creation of a GIS data clearinghouse was key in order to facilitate information sharing and promote growth and development that is compatible with Kingsley Field's military mission.

NAS Fallon JLUS (NV)

Naval Air Station Fallon (NAS Fallon) is situated in Churchill County in north-western Nevada. The main installation occupies more than 8,600 acres of land with oversight of 240,000 additional acres of training ranges that make up the Fallon Range Training Complex (FRTC). Surrounded by a vast unobstructed desert and limited non-military air traffic with dedicated gunnery and bombing ranges, NAS Fallon and the FRTC play a key role in graduate-level warfare training of aviation units serving the U.S. Navy and Marine Corps. Since much of the land under the FRTC is undeveloped, the JLUS focused on strategies to protect the ranges from future impacts to training capabilities if new development, such as vertical obstructions, impacts to night vision training, safety concerns near bombing ranges, and frequency spectrum interference. Another major issue assessed during the JLUS was impacts from, and coordinated management of, flood control and water quality.

NAS Kingsville JLUS (TX)

The primary mission of NAS Kingsville is to train tactical jet pilots for the Navy and Marine Corps. NAS Kingsville is primarily surrounded by agricultural uses today; however, the installation faces compatibility challenges associated with future development potential. These include: determining the potential mission expansion for NAS Kingsville, determining growth pressures, potential shortages of housing within the surrounding communities, and evaluating the impacts associated with alternative energy proposals (wind farms).

NAS Patuxent River JLUS (MD/VA)

Naval Air Station Patuxent River (NAS PAX) is the center of excellence for naval aviation. The installation is home to the Naval Air Systems Command (NAVAIR) Headquarters, the Naval Air Warfare Center Aircraft Division (NAWCAD), the Naval Test Wing Atlantic, the U.S. Naval Test Pilot School, and several Navy flight test squadrons. Webster Field is used primarily by Navy aircraft from NAS PAX for a variety of military training and testing purposes, such as rotary-wing, glider, unmanned aerial systems (UASs), remotely operated aircraft (ROAs), and fixed-wing operations. Webster Field also serves as the operational site of the Maryland National Guard and Shadow UAS. The project included the participation of nine counties and three municipalities in Southern Maryland, as well as on Maryland's Eastern Shore and Virginia's Northern Neck.

Naval Base Ventura County JLUS (CA)

Naval Base Ventura County (NBVC), comprising Port Hueneme, Point Mugu, and San Nicholas Island, is located 65 miles north of Los Angeles, CA. NBVC Port Hueneme is a small port facility with intense community development on three sides. Point Mugu provides direct connectivity to the Point Mugu Sea Range, a 36,000 square mile maritime range used extensively by the Naval Air Warfare Center Weapons Division for weapons testing and research. This JLUS had the largest number of compatibility issues (82 issues) of all the JLUSs Matrix has completed to-date. Some of the primary concerns included a growing population and increased competition for shared assets outside the fence line, noise, overflight, frequency spectrum capacity, bird / aircraft strike hazards, threatened and endangered species, and impacts on ground transportation.

NSA Panama City / Bay County JLUS (FL)

The Bay County JLUS is different from many other JLUSs because it focused on water issues, as opposed to land or airspace. Naval Support Activity (NSA) Panama City is the Navy's premier location for dive and littoral warfare training. This is due to open water training areas with beach contours and water depths that replicate over 80 percent of the world's littoral regions. Three of the major encroachment challenges identified through the JLUS process were competition for sea space, competition for frequency spectrum used for training and communication purposes, and interagency coordination among entities involved with the area.

NSF Dahlgren JLUS (VA)

Naval Support Facility (NSF) Dahlgren is located 25 miles east of Fredericksburg, Virginia and 53 miles south of Washington, DC. NSF Dahlgren consists of 4,300 acres located on the Potomac River in King George County, Virginia. The base supports eight major Joint Navy and other DOD commands that account for a wide range of operational military support missions, including research, development, test and evaluation (RDT&E) of weapon systems. Active ranges on NSF Dahlgren are used to test and evaluate weapons systems and ordnance. The JLUS study area encompassed the areas surrounding the military installation that are influenced by military operations and includes the counties of King George and Westmoreland in Virginia; the Town of Colonial Beach, Virginia; the counties of Charles and St. Mary's in Maryland; and NSF Dahlgren and Pumpkin Neck Annex.

Offutt AFB JLUS (NE)

Offutt AFB is the headquarters of the US Strategic Command and the Air Force Weather Agency, and home to the 55th Wing of the Air Combat Command. The 55th Wing is the largest wing in the Air Combat Command and the second largest wing in the Air Force. It operates on four continents and supports eight diverse flying missions, including intelligence, surveillance and reconnaissance; electronic attack; and command and control. The Offutt AFB JLUS included the coordination of multiple municipalities in the states of Nebraska and Iowa and addressed issues associated with aircraft and their operations on nearby communities.

R-2508 Airspace Complex JLUS (CA)

Restricted Area Airspace Complex (R-2508) includes approximately 20,000 square miles of airspace in the upper Mojave Desert Region, as well as the installations and ranges of Naval Air Weapons Station (NAWS) China Lake, Edwards Air Force Base, and the National Training Center at Fort Irwin. The focus of this JLUS was to ensure that land use decisions are logical and consistent with military needs. To achieve that, the JLUS preparation process included all stakeholders that regulate or influence military operations and future development within the R 2508 Complex area. The size of the study area brought with it additional challenges associated with reaching consensus among a multitude of stakeholders. Edwards AFB and NAWS China Lake flight operations have potential impacts on a large and urbanizing area. For NAWS China Lake, maintaining safe approach / departure corridors was a concern.

A key issue for this JLUS was wind energy development that was spreading through the Mojave Desert area. Matrix worked with Kern County in the development of a red / yellow / green map of wind energy compatibility and the development of JLUS strategies to implement this mapping system. Another issue was protecting the integrity of the R-2508 restricted airspace from commercial and civilian air operations.

Sheppard AFB JLUS (TX)

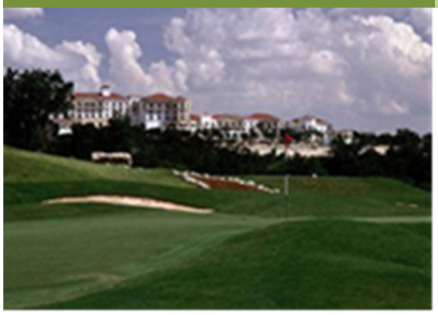
Sheppard AFB, TX encompasses approximately 5,719 acres of land and is situated along prominent travel corridors such as the Interstate 44 corridor that enables access to its nearest major cities of Dallas, TX, and Oklahoma City, OK. Sheppard AFB is home to the Air Force's largest technical training wing and the world's only internationally manned and managed flying training program. The Base has four runways, one of which is used by the City of Wichita Falls Municipal Airport and supports commercial and general aviation activities. Sheppard AFB utilizes an auxiliary airfield in Frederick, OK for additional pilot training. This JLUS focused on airspace, including military training routes, transportation issues relative to proximate development around the base, and the growth of the alternative energy development industry relative to the airspace.

Stones Ranch and Camp Niantic JLUS (CT)

Stones Ranch Military Reservation (SRMR) is situated within the towns of East Lyme, Lyme, and Old Lyme in the southeastern region of Connecticut. SRMR includes both the "Ranch" itself, as well as Camp Niantic. SRMR provides important field training areas for the Connecticut Army National Guard, while the majority of the training conducted at Camp Niantic is in a classroom setting and simulations. The location of the facility along the Niantic Bay has concerns for trespass of users on the water, while a major concern at SRMR was the roosting of protected bat species.

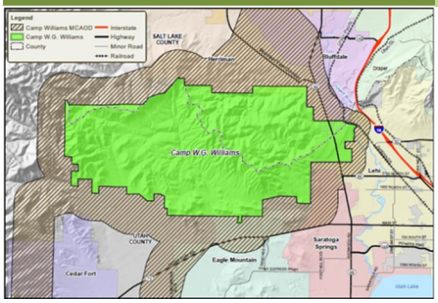
JLUS Implementation Projects

Camp Bullis JLUS Implementation Program (TX)



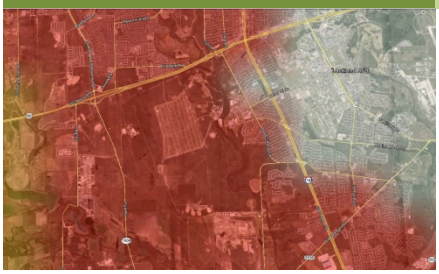
As the lead planning process for six other sector plans in the City of San Antonio, the North Sector Plan will guide compatible land use in the northern portion of the City and its area of extraterritorial jurisdiction. The Plan provides the tools to implement the Camp Bullis JLUS to promote compatible use. These tools include the development of recommendations for bird / aircraft strike hazards and joint airport zoning board programs, compatible development guidelines, and rotary wing safety zones to protect existing and future mission potential at Camp Bullis.

Camp Williams JLUS Implementation Program (UT)



Building on Matrix's successful development of the Camp Williams JLUS, the JLUS Implementation program was conducted for Eagle Mounty City, UT and its partners to implement JLUS compatibility recommendations. The JLUS Implementation included a technical review of community general plans and related policies, local land use regulations and design standards, and current and projected growth patterns. As part of this process, the geographic boundaries of proposed compatibility areas were reevaluated along with the development and refinement of potential regulatory and policy tools. Potential solutions considered included revisions to general land use plans and regulations, real estate disclosure and notifications, and other electronic tools that can be easily integrated into participating community's planning processes and communication protocols.

LBSA-Lackland JLUS Implementation (TX)



Artificial Night Sky Brightness Near Lackland AFB

Located in Bexar County, Joint Base San Antonio (JBSA)-Lackland's primary role is as a Training Wing (TRW). The installation provides basic military training, as well as technical training to prepare airmen for their initial roles in the Air Force. Municipal growth has created light management issues that affect the Military Working Dog Campus and the Training Annex where the Basic Expeditionary Airman Skills Training (BEAST) and the Lackland Small Arms Firing Range are located. Without careful study and planning, continued growth in these areas will only worsen an already challenging situation. The focus of this effort was the development of a comprehensive Ambient Light Pollution Assessment Report that assessed night training sensitivity areas and activities, measuring existing ambient lighting in order to create a baseline for future evaluations, and proposing changes to local jurisdiction lighting requirements to reduce impacts on training and protect public safety.

NAS Kingsville JLUS Implementation Program (TX)

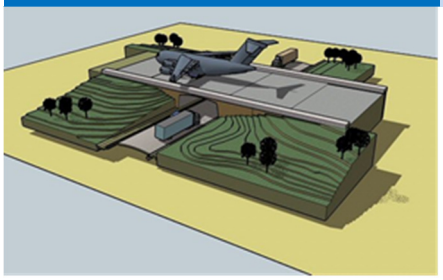
The Kingsville JLUS Implementation Program was the result of passage of the Kingsville JLUS. Once a JLUS is approved, the next step is to identify ways to enact the recommendations in the JLUS document. The Kingsville JLUS Implementation Program entailed working with local jurisdictions and stakeholders to update planning documents to include actions and regulations that help reduce or control encroachment and compatibility issues between the local communities and military operations.

Malmstrom AFB JLUS Implementation – Red/Yellow/Green Mapping (MT)

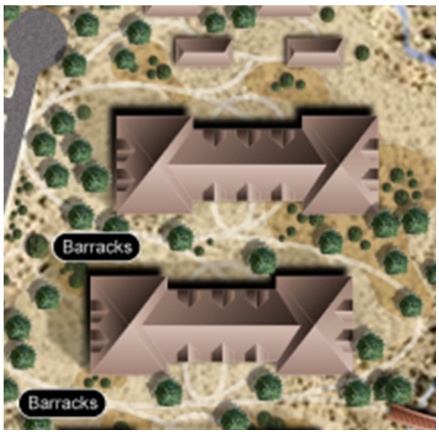
The Malmstrom AFB Red/Yellow/Green project was an implementation effort of the Malmstrom AFB JLUS that was completed in 2012. The mapping effort was based on a "Stoplight Strategy", meaning that areas denoted as green ("go") is an area where the Air Force has no concerns with potential impacts of new development due to frequency, vertical obstructions, or manmade structures, yellow ("caution") is an area the Air Force has indicated for potential conflicts with the mission, depending on the specifics of the proposed development, and red ("stop") is an area where the Air Force has indicated a high potential for conflicts with its mission, depending on the specifics of the development project. Through stakeholder discussions, analysis of Air Force missions, and the relationship of the lands to the potential for mission impacts, a red/yellow/green map was developed to show areas of varying levels of potential concern. The second phase of this project was to update Cascade County's Growth Policy Plan to incorporate the red/yellow/green mapping and conditions into the policy document.

Tri-County Small Area Studies / JLUS Implementation (FL)

To limit encroachment generated by both military and civilian uses, the Eglin JLUS was prepared in 2009. A key recommendation of the JLUS identified the preparation of the Tri-County Small Area Studies (SAS). The SAS was focused within the Military Influence Area III (MIPA III) designated area, which includes the low level approach and cruise missile corridors and the defined 0.5 to 1.0 mile buffer area within portions of Santa Rosa, Walton, and Okaloosa counties on the northern side of the Eglin Reservation. The SAS evaluated compatible land uses and prepared specific policy and regulatory recommendations that respond to Eglin AFB and Hurlburt Field mission activities, range activities, and beddown of the 7th Special Forces from Fort Bragg. The specific tools (e.g., new/amended comprehensive plans policies, zoning regulations and guidelines, etc.) will be prepared to protect the public's health, safety, and welfare; recognize private land owners' current property rights; and maintain the continued viability of existing and future mission activities on Eglin.



Fort Campbell Airfield Joint Use Feasibility Study



Florence Military Reserve Installation Design Guide

Military Planning

The Matrix planning staff proposed for this project has extensive experience in the preparation of plans and design documents for all US military services. From installation master plans to 1391 requirements packages, Matrix has been a partner in improving the operational capabilities and quality of life on installations nationwide.

Planning work has included:

- Installation Master Plans
- Real Property Master Plans
- Helicopter Range Design Plans
- Tank Range Design Plans
- Design Guidelines
- Area Development Plans
- Requirements Documents (1391)
- Air Installation Compatible Use Zone (AICUZ) Studies

Community Planning

Community Planning

The Matrix planning staff proposed for this project has extensive experience in the preparation of plans for jurisdictions of all sizes. From rural counties to large metropolitan areas, the Matrix staff has worked on a range of local planning tools, including:

- Comprehensive Plans
- Specific Plans / Master Plans
- Growth Management Plans
- Zoning and Development Codes
- Subdivision Planning
- Building Code Updates
- Real Estate Disclosure
- Urban Design Guidelines
- Housing Studies
- Transportation Studies

For two communities, the City of Oxnard (Naval Base Ventura County) and the City of Ridgecrest (NAWS China Lake), our planners developed comprehensive plan elements that addressed compatibility planning directly. For other jurisdictions, our planners have worked with local communities to modify zoning and building codes to enhance compatibility. This extensive experience adds value and depth to our professional experience and our knowledge and skills in managing encroachment concerns.

2.5 Lawton – Fort Sill JLUS Project Team

Our strength in developing great plans is simple: the caliber of our people. In this proposal, the experience referenced is not just corporate experience, but it is the personal experience of the key staff who will be leading this effort. This includes work on more than 45 JLUS and 10 JLUS implementation programs all over the country.

Our compatibility planning staff members are passionate about their work. We believe that successful planning goes beyond the preparation of policies and maps – it is about listening to our client's needs, understanding the underlying conditions, providing a range of innovative alternatives, and creating workable and feasible solutions specifically tailored to each client's unique situation.

Matrix has assembled a talented, interdisciplinary team that has extensive collective experience in every compatibility issue and an in-depth understanding of the JLUS processes and requirements to be addressed in the Lawton-Fort Sill JLUS. Collaboratively, we will provide the understanding of land use compatibility and analysis and economic impact analysis needed to successfully provide the City of Newport News and all of the JLUS partners with an outstanding JLUS upon which to base updates to existing policies and regulations in order to address compatibility issues.

Our core group of planners is uniquely qualified to conduct the Lawton-Fort Sill JLUS. Our staff has worked directly with elected officials, county and city managers and planning commissions and has coordinated with regional and state agencies. Additionally, each of our management and staff professionals brings to the project extensive experience from working with all branches of the military and local jurisdictions on similar projects across the country. Most of the key staff on our team have worked as staff planners for cities or counties or as engineers or planners for the military.

This diverse team experience gives us a unique understanding of how entities on both sides of the fence operate and are structured. We relate to the day-to-day operations and decision-making processes in which our clients work. Because of this experience in preparing plans for communities and the military, our planners have the forethought needed to:

- Ask the right questions and collect the right information
- Provide an insightful analysis of the issues surrounding encroachment
- Provide a process that will encourage cooperation
- Develop implementable strategies that support harmonious civilian and military growth

For this project, **Celeste Werner, AICP** will be our Project Manager and **Mike Hrapla** will be the Deputy Project Manager. Rounding out our management team will be **Rick Rust, AICP, GISP** as the technical manager. This management team will coordinate closely with the project team identified on **Figure 2-2, Organizational Chart**. The project team is comprised of an accomplished core group of planners and technical specialists who have experience working together on numerous JLUS projects. This ensures a well-coordinated approach by a whole team that has a wealth of JLUS experience and up-to-date knowledge of evolving trends and state-of-the-art approaches to addressing compatibility issues. Responsibility assignments for this project are as follows:

- **Celeste Werner, AICP**
  Project Manager
  Community Involvement Task Leader
- **Mike Hrapla**
  Deputy Project Manager
  Infrastructure Planning Task Lead
  Project Planner, Community Involvement
  Project Planner, Compatibility Planning
- **Rick Rust, AICP, GISP**
  Technical Manager
  Compatibility Planning Task Lead
- **Bren Cox, AICP**
  Land Use Analysis Task Lead
  Project Planner, Compatibility Planning
- **Pat Small, AICP**
  Senior Planner, Community Involvement
  Senior Planner, Compatibility Planning
- **Michele Mora**
  Project Planner, Compatibility Planning
- **Roberta Schlicher, PE**
  Environmental Resources Task Lead
- **Chris Martin, GISP**
  GIS Analysis and Mapping Task Lead

A summary of each key staff member's qualifications is described on the following pages. Detailed resumes for the core members of the Lawton – Fort Sill JLUS project team are provided at the end of this section.

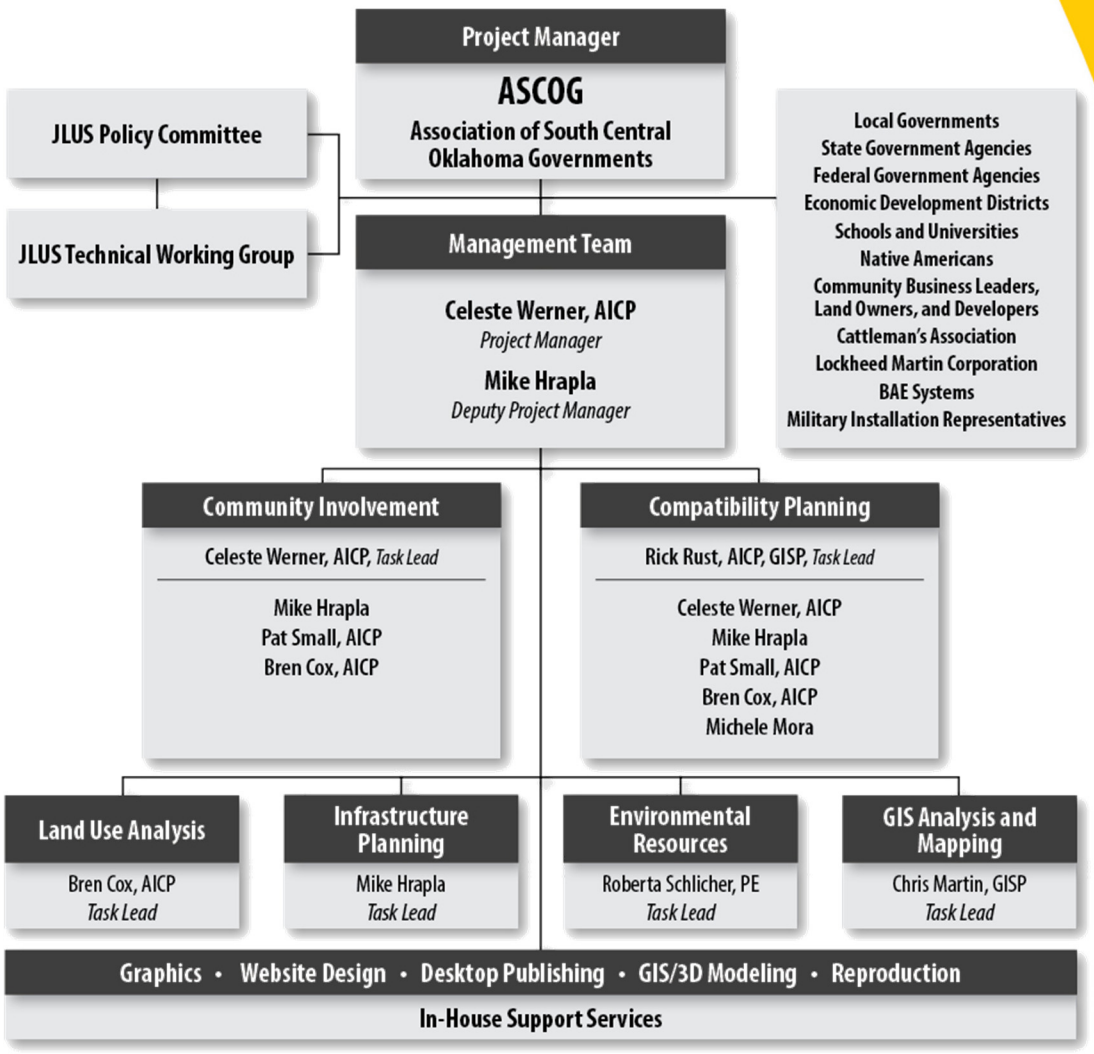


Figure 2-2: Organizational Chart

2.6 Management Team Personnel Experience

Celeste Werner, AICP, Mike Hrapla, and Rick Rust, AICP, GISP serve as the management team for all of Matrix's JLUS projects. While their roles on each JLUS vary depending on location and availability, all three are involved in each JLUS project.

Celeste Werner, AICP will serve as the *Project Manager* and will be the primary point of contact for the Lawton – Fort Sill JLUS. Celeste will also serve as the *Community Involvement Task Lead*. Celeste brings over 30 years of experience in compatibility planning as well as community and military planning. In addition to her work on over 45 JLUS projects and 10 JLUS implementation programs, Celeste has previous experience as a city staff member and project manager on a wide range of community comprehensive plan and zoning / development code projects. Celeste also brings to the project vast experience in working with the public, task forces / working groups, and with military installation representatives. She is an expert in meeting facilitation and public involvement and is able to foster an environment of open communication and trust, conflict resolution, and successful solutions.

Celeste also possesses the technical knowledge associated with the challenges of striking a healthy balance between community prosperity and military missions, particularly when addressing a diverse demographic of communities

who may possess varying perspectives and opinions regarding military operations and activities in their community and/or region. The collaborative approaches that Celeste reinforces are a result of the hands-on approach and unique and complex challenges she has addressed in JLUSs that extend beyond city, county, and/or state boundaries.

Celeste served as the Deputy Project Manager for the Sheppard AFB JLUS, and as the Project Manager on several other JLUS projects, including Camp Williams (Utah), Joint Base San Antonio-Randolph (Texas), Naval Air Facility El Centro (California), and JLUS Implementation projects including the Camp Bullis JLUS Implementation (Texas), the Camp Williams JLUS Implementation (Utah), the Joint Base San Antonio-Lackland JLUS Implementation (Texas), and the Tri-County Small Area Studies-Eglin AFB JLUS Implementation (Florida).

Mike Hrapla will serve as the ***Deputy Project Manager*** and the secondary point of contact on the Lawton – Fort Sill JLUS. His strength is in establishing and guiding a collaborative approach to planning that creates community consensus as an integral component of successful JLUSs and JLUS implementation programs. Mike will also serve as the ***Infrastructure Planning Task Lead*** for the Lawton – Fort Sill JLUS.

As a retired Air Force Colonel and civil engineer, Mike provides the team with unique insights into the technical requirements of military units, activities, and facilities. With more than 39 years of experience managing and preparing planning and engineering studies for communities and the military, he understands the dynamics of both rural and urban communities and the value of creating implementable strategies that are widely accepted.

Mike served as the Project Manager for the Sheppard AFB JLUS, as well as many of our JLUSs for Army installations, including the Aberdeen Proving Ground JLUS (Maryland), Camp Bullis JLUS (Texas), Camp Swift JLUS (Texas), Fort Harrison and Limestone Hills Training Area JLUS (Montana), and Fort Indiantown Gap JLUS (Pennsylvania). These projects, among others, provided current and relevant experience and understanding of National Guard training facilities and emphasized the importance of collaboration between the military and its neighboring communities and how to address noise and safety concerns from weapons firing ranges and issues related to helicopter and fixed-wing aircraft flight. Several of these projects also involved the assessment of alternative energy facilities on military operations and training, particularly for aircraft flight corridors. He also served as the Project Manager for the North Carolina Statewide JLUS Implementation and Compatibility Mapping, which developed a red, yellow, green mapping tool to identify areas where wind energy development and other potential development would impact military operations, and where they could safely coexist.

Rick Rust, AICP, GISP will serve as the ***Compatibility Planning Task Lead*** on the Lawton – Fort Sill JLUS. Rick has more than 32 years of experience in the preparation and management of compatibility planning studies, comprehensive planning studies, public outreach, environmental compliance documents, and performing GIS analysis for both public and private sector clients throughout the country. During his career, Rick has completed projects at over 50 military installations throughout the US and its territories and has worked on dozens of community comprehensive plans and environmental impact assessments.

His technical expertise has been essential in the development of military installation plans and JLUSs, several of which have addressed vertical obstruction issues, noise issues and complaints, and the issues associated with urban encroachment on military installations. Rick was the Technical Manager for the Sheppard AFB JLUS. He has also served as Project Manager for several of our JLUSs that had similar scopes to the Lawton – Fort Sill JLUS, including R-2508 JLUS (including Fort Irwin National

Training Center), Idaho JLUS (including Orchard Training Area), Camp Rilea JLUS (Oregon), Camp Roberts JLUS (California), and Greenlief Training Site JLUS (Nebraska).

2.7 Key Specialists / Task Leaders

Bren Cox, AICP, has eight years of experience as a community and compatibility planner. For the Lawton – Fort Sill JLUS, Bren will serve as the *Land Use Analysis Task Lead*. During his time with Matrix, he has worked primarily on JLUSs, but has also been involved in community planning studies and projects, including comprehensive plans and updates, zoning ordinances, growth management plans, and downtown redevelopment plans. He has been an integral team member in completing such projects throughout the United States and its territories. He also has knowledge and experience in the analysis of incompatible development, alternative energy impacts, military planning, and community involvement. Bren was the lead planner on the Sheppard AFB JLUS

Pat Small, AICP will assist with community involvement and provide technical support, research, and analysis for the Lawton – Fort Sill JLUS and assist in the writing of the JLUS. Pat has over 16 years of community and military planning experience, including eight years as a municipal Planning Director and Planning Division Manager and over six years working on planning projects at military installations. Having direct experience on "both sides of the fence" gives Pat the ability to craft approaches to plans, regulations, and related processes that are both efficient and effective. While at Matrix, he has worked extensively in conflict resolution in order to develop suitable alternatives that accomplish mutual benefits for diverse stakeholders.

Michele Mora will provide technical support, research, and analysis for the Lawton – Fort Sill JLUS and assist in the writing of the JLUS. During her tenure with Matrix, Michele has worked on many JLUS projects located throughout the country. Her experience has included legislative analysis for statewide alternative energy development permitting. She has a background in local government planning and served as a project manager for a JLUS on the local government side. This experience, combined with her work on several JLUSs, JLUS implementation projects, and compatibility planning projects while at Matrix, has given her the knowledge and expertise both from the client and consultant perspective.

Roberta Schlicher, PE, an expert in environmental issues and compliance, will serve as the *Environmental Resources Task Lead* for the Lawton – Fort Sill JLUS and provide valuable insights on natural and physical environmental issues. Roberta has extensive experience conducting environmental reviews throughout the country. As part of the comprehensive compatibility assessment, environmental issues are often raised for consideration in a JLUS. Roberta will guide the team through the assessment of environmental issues.

Chris Martin, GISP will be the *GIS Analysis and Mapping Task Lead* and provide GIS expertise for the Lawton – Fort Sill JLUS. He has been the lead GIS Specialist and Task Manager for numerous Matrix JLUS and JLUS Implementation projects. Chris specializes in providing technical solutions for projects requiring the application of GIS, database management, data analysis, exhibit preparation, topographic analysis and terrain modeling, and environmental characterizations.

2.8 Technical Assistance

In addition to the team members detailed above, Matrix has experts in other fields related to the issues to be considered in developing the Lawton – Fort Sill JLUS. Answers to potential issues can be derived from experienced professionals from within the Matrix organization. Matrix's workforce of over 130 technical staff includes certified planners, civil and professional engineers, structural engineers, transportation engineers, water resource engineers, environmental scientists, project managers, construction managers, computer-aided design technicians, GIS specialists, and graphic designers.

Our technical staff also includes experts in document production, digital graphics and illustration, web development, computer modeling, environmental analysis, and others. All of these individuals work in close collaboration with project management, project planners, and with each other on JLUSs, JLUS Implementation projects, and other planning assignments. They have the skills and experience necessary to provide seamless, high quality, timely support throughout the project.

Matrix is proud of the quality of its award-winning documents and with the help of our support team members, Matrix will provide the ASCOG and its JLUS partners with an assortment of high quality, user-friendly project materials from project initiation through completion.

2.9 Project Management

Matrix is committed to providing high quality deliverables and to meeting or exceeding our client's expectations. To ensure quality deliverables and client satisfaction on this project, Celeste Werner, AICP (Project Manager) and Mike Hrapla (Deputy Project Manager) will provide clear guidance on expectations to all staff working on the project prior to starting on a task. Our management team also maintains routine communications and is intimately engaged with the client on progress.

2.10 Lawton – Fort Sill JLUS Team Member Experience

The key Matrix staff proposed for the Lawton – Fort Sill JLUS have extensive experience working on numerous JLUS and JLUS Implementation projects. Tables 2-1a and 2-1b illustrate JLUS and JLUS Implementation experience of each of the key Matrix planning staff members.

Matrix DESIGN GROUP

Table 2-1a

Relevant JLUS Experience

Project Experience	Client Type	Celeste Werner, AICP Project Manager	Mike Hrapla Deputy Project Manager	Rick Rust, AICP, GISP Technical Manager	Bren Cox, AICP	Patrick Small, AICP	Michele Mora	DOD Service: Navy / Marines	Air Force	Army	National Guard
JLUS Experience / ACUB / EAP / Handbooks											
Aberdeen Proving Ground JLUS (MD)	County	●	●	●		●				✓	
Andersen AFB CSS / JLUS (Guam)	Territory	●	●	●	●		●	✓	✓	✓	
Beale AFB JLUS (CA)	State	●	●	●					✓		
California Advisory Handbook for Community and Military Compatibility Planning (CA)	State	●	●	●				✓	✓	✓	✓
Camp Bullis JLUS (TX)	City	●	●	●	●		●	✓	✓	✓	✓
Camp Rilea JLUS (OR)	County	●	●	●	●		●			✓	✓
Camp Roberts JLUS (CA)	County	●	●	●	●		●			✓	✓
Camp Swift JLUS (TX)	City	●	●	●	●	●	●			✓	✓
Camp Williams JLUS (UT)	City	●	●	●	●		●			✓	✓
Columbus AFB JLUS (MS)	County	●	●	●	●		●		✓		
Del Rio / Laughlin AFB JLUS (TX)	City	●	●	●					✓		
Dobbins Air Reserve Base JLUS (GA)	County	●	●	●		●			✓		
Dyess AFB JLUS	City	●	●	●	●				✓		
Ellsworth AFB JLUS (SD)	Regional	●	●	●	●	●	●		✓		
Fairchild AFB JLUS (WA)	County	●	●	●	●				✓		
Fort Drum JLUS (NY)	Regional	●	●	●	●					✓	
Fort W.H. Harrison JLUS (MT)	County	●	●	●	●					✓	✓
Fort Indiantown Gap JLUS (PA)	County	●	●	●	●	●	●			✓	✓
Fort Irwin JLUS (CA)	State	●	●	●						✓	
Greenlief Training Site JLUS (NE)	Regional	●	●	●	●	●	●			✓	✓
Hampton-Langley JLUS (VA)	City	●	●	●	●				✓		
Idaho JLUS (ID)	State	●	●	●	●				✓	✓	✓
JBSA-Randolph JLUS (TX)	County	●	●	●	●	●	●		✓		
Keesler AFB JLUS (MS)	City	●	●	●		●	●		✓		
Kingsley Field JLUS (OR)	City	●	●	●			●		✓		✓
Malmstrom AFB JLUS (MT)	County	●	●	●	●		●		✓		
Maxwell AFB JLUS (AL)	City	●	●	●		●	●		✓		
NAF El Centro JLUS (CA)	County	●	●	●	●		●	✓			
NAS Corpus Christi JLUS (TX)	City	●	●	●	●		●	✓			
NAS Fallon JLUS (NV)	County	●	●	●	●	●	●	✓			
NAS Kingsville JLUS (TX)	City	●	●	●				✓			
NAS Meridian JLUS (MS)	County	●	●	●	●	●	●	✓			
NAS Patuxent River JLUS (MD)	Regional	●	●	●	●	●		✓			
Naval Base Guam CSS / JLUS (Guam)	Territory	●	●	●	●		●	✓			
Naval Base Ventura County JLUS (CA)	County	●	●	●	●		●	✓			
NAWS China Lake Encroachment Action Plan (CA)	Navy	●	●	●				✓			
NSA Crane (IN)	State	●	●	●	●	●		✓		✓	
NSA Panama City / Bay County JLUS (FL)	County	●	●	●	●			✓			
NSF Dahlgren JLUS (VA)	County	●	●	●	●	●		✓			
Offutt AFB JLUS (NE)	Regional	●	●	●	●	●	●		✓		
R-2508 Complex JLUS (CA)	State	●	●	●				✓	✓	✓	
Seymour-Johnson AFB JLUS (NC)	State	●	●	●		●			✓		
Sheppard AFB JLUS (TX)	City	●	●	●	●		●		✓		
Stones Ranch and Camp Niantic JLUS (CT)	City	●	●	●	●	●	●			✓	✓
Travis AFB JLUS (CA)	County	●	●	●	●				✓		

This project involved coordination with Native American communities

Weapons firing / artillery noise was a major compatibility issue

Table 2-1b

Relevant JLUS Experience

Project Experience	Client Type	Celeste Werner, AICP Project Manager	Mike Hrapla Deputy Project Manager	Rick Rust, AICP, GISP Technical Manager	Bren Cox, AICP	Patrick Small, AICP	Michele Mora	DOD Service: Navy / Marines	Air Force	Army	National Guard
JLUS Implementation											
■ Camp Bullis JLUS Implementation - *San Antonio Comprehensive Plan and Zoning Update* (TX)	County	●	●	●	●		●			✓	✓
■ Camp Williams JLUS Implementation (UT)	State	●	●	●	●		●		✓		
Columbus AFB JLUS Implementation (MS)	State	●	●	●			●		✓		
Eglin JLUS Implementation - *Tri-County General Plan and Zoning Ordinance Update* (FL)	City	●	●	●	●		●		✓	✓	
Joint Base San Antonio Regional JLUS Implementation (TX)	City	●	●	●		●	●	✓	✓	✓	✓
Kingsville JLUS Implementation - *General Plan and Zoning Ordinance Update* (TX)	County	●	●	●	●			✓			
Lackland AFB JLUS Implementation - *Light Pollution Assessment Study* (TX)	County	●	●	●		●	●		✓		
Malmstrom AFB JLUS Implementation - *Cascade County Growth Policy Update* (MT)	City	●	●	●	●		●		✓		
■ North Carolina Regional JLUS Implementation	State	●	●	●	●	●	●	✓	✓	✓	✓
■ State of Texas Compatibility Legislation (TX)	City	●	●	●				✓	✓	✓	✓

■ *Weapons firing / artillery noise was a major compatibility issue*

2.11 Project Team Workload / Capacity

Matrix is available to commence work on the Lawton-Fort Sill JLUS as soon as a contract is awarded and Matrix is given a Notice to Proceed. Matrix is currently concluding a number successful JLUS and community planning projects, providing capacity to initiate and execute this project. Table 2-2 provides an estimated percent of available time for each key staff member to work on the Lawton-Fort Sill JLUS.

Table 2-2. Matrix Key Staff Availability

Matrix Staff	Availability
Celeste Werner, AICP , (Project Manager)	30%
Mike Hrapla , (Deputy Project Manager)	30%
Rick Rust, AICP, GISP	35%
Bren Cox, AICP	35%
Pat Small, AICP	30%
Michele Mora	30%
Roberta Schlicher, PE	20%
Chris Martin, GISP	25%

2.12 Subcontractor services

Matrix does not intend to use any subcontractors in the performance of this project.

2.13 Regulatory Assurances

As part of our submittal, Matrix provides the following assurances.

- **Equal Opportunity Employment.** Matrix will in all aspects conform to and comply with Equal Opportunity Employment requirements.
- **Good Standing in Oklahoma.** Matrix confirms that is a company in good standing with the State of Oklahoma.
- **Federal Debarment and Suspension List.** Matrix confirms that we are not on the federal debarment and suspension list.
- **Conflict of Interest.** Working on the Lawton – Fort Sill JLUS will not result in a conflict of interest in any way for Matrix.

2.14 Resumes

Detailed resumes for the core members of the Lawton – Fort Sill JLUS project team are provided on the following pages. The resumes for our project management members are followed by key technical support staff who will assist in the development of the Lawton – Fort Sill JLUS:

- **Celeste Werner, AICP**
  Project Manager,
  Community Involvement Task Lead
- **Mike Hrapla**
  Deputy Project Manager
  Infrastructure Planning Task Lead
- **Rick Rust, AICP, GISP**
  Technical Manager
  Compatibility Planning Task Lead
- **Bren Cox, AICP**
  Land Use Analysis Task Lead
- **Patrick Small, AICP**
  Project Planner
- **Michele Mora**
  Project Planner
- **Roberta Schlicher, PE**
  Environmental Resources Task Lead
- **Chris Martin, GISP**
  GIS Analysis and Mapping Task Lead

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AREAS OF EXPERTISE

- JLUS / Compatibility Planning
- Community Planning
- Military Master Planning
- Economic Development
- Base Realignment and Closure (BRAC)
- Visioning Facilitation and Public Involvement

EDUCATION

Bachelor of Science, Urban Planning & Bachelor of Science, Landscape Architecture, Arizona State University, School of Architecture (1985)

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners (AICP)

American Planning Association

Federal Planners Division, APA

Society of American Military Engineers

Association of Defense Communities

International Association for Public Participation

PROFESSIONAL HISTORY

Matrix Design Group, Inc.
Vice President, Director of Planning Services
2005 to Present

BRW / URS
Vice President,
Planning Director
1994 to 2005

CELESTE WERNER, AICP

DIRECTOR OF PLANNING, PROJECT MANAGER

PROFESSIONAL SUMMARY

Over the past 30 years, Celeste Werner has supported public, quasi-public, federal, military, private, and tribal clients at the local, national, and international level. She possesses proven skills in conflict resolution and public involvement facilitation, for building consensus and trust amongst stakeholders. Her commitment and passion for planning is demonstrated by her hands-on approach and proven ability to manage numerous components of complex projects simultaneously.

A leader who motivates her team members, Celeste fosters an environment for creative thinking, and encourages communication among the team, client, and stakeholders. Examples of her successful management style are demonstrated through the numerous award-winning projects and recognitions she has received throughout her career.

RELEVANT EXPERIENCE

Compatibility Planning / Joint Land Use Studies

Ms. Werner has served in a management role (project manager or deputy project manager) and as a lead planner in the development and management of over 40 JLUS and nine JLUS implementation programs across the country. These studies addressed the sustainability of local communities and military installations, seeking mutually beneficial strategies to mitigate encroachment impacts and ensuring that future development surrounding the installations will be compatible with both the military mission and community needs. Ms. Werner's key compatibility projects include:

- Sheppard AFB JLUS
- Aberdeen Proving Ground JLUS
- Camp Bullis JLUS
- Camp Rilea JLUS and JLUS Implementation
- Camp Roberts JLUS
- Camp Swift JLUS
- Camp Williams JLUS and JLUS Implementation
- Camp Rilea JLUS
- Fort Drum JLUS
- Fort Indiantown Gap JLUS
- Fort Irwin JLUS
- Fort Harrison JLUS
- Greenlief Training Site JLUS
- Stones Ranch and Camp Niantic JLUS
- Bay County JLUS
- Beale AFB JLUS
- Columbus AFB JLUS
- Edwards AFB JLUS
- Del Rio JLUS
- Dyess AFB JLUS
- Fairchild AFB JLUS
- Hampton-Langley JLUS
- Idaho JLUS
- JBSA-Randolph JLUS
- Kingsley Field JLUS
- Malmstrom AFB JLUS and JLUS Implementation
- NAF El Centro JLUS
- NAS Corpus Christi JLUS
- R 2508 Complex JLUS
- Seymour Johnson AFB JLUS
- Territory of Guam CSS
- Travis AFB JLUS

Ms. Werner served as the Deputy Project Manager for the **Sheppard AFB JLUS** in Texas and Oklahoma. This JLUS was conducted in cooperation with the City of Wichita Falls as the primary sponsor in collaboration with Wichita County (TX), Tillman County (OK) and several cities within these two counties. Sheppard AFB provides critical technical and flight training education courses for the US Air Force and hosts one of the busiest airfields in the Air Force. It shares its runway facilities with the local Wichita Falls Regional Airport and utilizes the runway at Frederick Regional Airport in Frederick, OK for training operations. It also provides important economic, social, and security contributions to local communities.

Ms. Werner was the Project Manager for the **Camp Williams JLUS** in Utah. Camp Williams is an Army National Guard training site outside of Salt Lake City. Camp Williams provides training amenities for small arms ranges, artillery firing points, vehicle maneuver areas, and aircraft operations. The study focused on land use changes near the installation, natural resource protections, noise impacts from artillery and gun range use, light and glare issues, and vertical obstructions relative to flight paths. Ms. Werner was also the project manager for the **Camp Williams JLUS Implementation** project, which is analyzing local communities' general plans and land use regulations to provide guidance on promoting compatibility between the communities and Camp Williams.

Ms. Werner conducted the successful **Camp Bullis JLUS and Implementation** for the 27,993-acre Army training site located just north of San Antonio, Texas. Although the primary user of the installation is the US Army, it is also used by the Air Force, National Guard, and other agencies. The regional Military Transformation Task Force identified the need for adequate land use planning policies between the civilian community and military installations, and to manage the growth and conflict that could develop around Camp Bullis. The purpose of the plan was to foster community growth and recognize the need to conduct multi-service medical training and Air Force security forces training as well as to support military aircraft missions. JLUS strategies addressed urban growth and development, expanding training requirements, transportation corridors, and balancing extensive natural resources with attention to threatened and endangered species.

Ms. Werner served as the Project Manager for the **Stones Ranch Military Reservation and Camp Niantic JLUS** in East Lyme Connecticut. Stones Ranch Military Reservation (SRMR) is situated within the towns of East Lyme, Lyme, and Old Lyme in the southeastern region of Connecticut. SRMR includes both the "Ranch" itself, as well as Camp Niantic. SRMR provides important field training areas for the Connecticut Army National Guard, while the majority of the training conducted at Camp Niantic is in a classroom setting and simulations. The location of the facility along the Niantic Bay has concerns for trespass of users on the water, while a major concern at SRMR was the roosting of protected bat species.

Ms. Werner provided leadership and technical assistance in the **Restricted Area 2508 (R-2508) Complex JLUS**. The project included approximately 20,000 square miles of airspace in the upper Mojave Desert Region, and the installations and ranges of Naval Air Weapons Station (NAWS) China Lake, Edwards Air Force Base (AFB) and the **National Training Center (NTC) at Fort Irwin**. The focus of the JLUS was to ensure that land use decisions are logical and consistent. To achieve that, the JLUS preparation process included all stakeholders that regulate or influence military operations and future development within the R 2508 Complex area. The size of the study area brought with it additional challenges reaching consensus among a multitude of stakeholders.

Ms. Werner was the Project Manager for the **Eglin Air Force Base JLUS Implementation,** which was awarded the *2012 Outstanding Collaborative Planning Project or Program* by the American Planning Association Federal Planning Division. This project was selected as "an outstanding example of collaboration between federal and local agencies to manage the interface between community land uses and military activities." The Plan included the development of a series of Small Area Studies across three counties and four cities, all working in partnership with Eglin AFB. The objective of the plan was to allow for appropriate future growth around Eglin AFB, while maintaining compatibility with current and potential future flight operations and other mission requirements.

Alternative Energy Assessment

The development of alternative energy sources is critical to the country, but can also be a compatibility issue. Ms. Werner has addressed issues associated with wind development as part of the R-2508 Complex JLUS, Malmstrom AFB JLUS, NAS Kingsville JLUS, and NAS Corpus Christi JLUS. Solar energy issues were addressed in the R-2508 Complex JLUS and Idaho JLUS.

Community Planning

Ms. Werner has provided leadership for numerous comprehensive planning projects for all types of areas across the country: rural, suburban, urban, and mixed-density areas, assessing the potential impacts of growth and applying successful guidance on growth strategies. She was also the Project Director of the California Advisory Handbook for Community and Military Compatibility Planning, the core of which is a menu of tools and strategies that stakeholders (cities, counties, builders, and military personnel) can apply to achieve the maximization of collaboration, community prosperity, and military sustainability and a minimization of land use conflicts.

Military Planning

Ms. Werner has also prepared dozens of military planning studies (master plans, compatibility plans for land development, aviation planning, facility asset management, etc.) for the Army, National Guard, Air Force, Navy, and Marine Corps. She has conducted AAFES Facility Master Plans and associated assessments for numerous bases, including Fort Campbell, Fort Bragg, Fort Rucker, and Fort Knox, as well as AICUZ studies, encroachment action plans, design guidelines, and master plans across the country.

AREAS OF EXPERTISE

- JLUS / Compatibility Planning
- Strategic Planning
- Master Planning
- Long Range Planning
- Program Development
- DOD Facilities
- Design and Construction
- MILCON
- Capital Investment Programs
- Client Management

EDUCATION

Master of Science, Facilities Management, Air Force Institute of Technology, 1977

Bachelor of Science, Civil Engineering, University of Pittsburgh, 1974

PROFESSIONAL AFFILIATIONS

Society of American Military Engineers (Fellow)

PROFESSIONAL HISTORY

Matrix Design Group, Inc.
Vice President
2005 to Present

URS
Vice President
2001 to 2005

United States Air Force
Colonel, Retired
1974 to 2001

MICHAEL HRAPLA

DIRECTOR OF DOD PROGRAMS, DEPUTY PROJECT MANAGER

PROFESSIONAL SUMMARY

Michael Hrapla is Director in charge of Department of Defense (DOD) Programs and he will service as the Deputy Project Manager for this project. His extensive background built over nearly 40 years includes managing and directing small to very large planning, engineering, design, construction, housing and environmental operations and personnel at worldwide locations. Mr. Hrapla has served as the Principal-In-Charge on numerous large, complex, multi-discipline projects and Indefinite Delivery / Indefinite Quantity (IDIQ) projects. He brings unique experience and understanding to this role, with past experience as an Air Force Base Civil Engineer, HQ Air Force Programmer, Air Mobility Command (AMC) Chief of Operations, Air Combat Command (ACC) Assistant Command Engineer and former Air Force Special Operations Command (AFSOC) Command Engineer. He has a broad range of skills in contingency engineering, strategic planning, and military engineering including project development, concept, design, implementation, requirements development, military housing, and weapon system beddown programs.

RELEVANT EXPERIENCE

Compatibility Planning / Joint Land Use Studies and Encroachment

Mr. Hrapla has served as a Project Manager / Military Expert / Advisor for the development of numerous JLUSs. These studies sought to ensure the sustainability of local communities and military installations, finding mutually beneficial strategies to mitigate encroachment impacts, ensuring that future surrounding public and private development will be compatible with both the military mission and the needs of the community, in support of the military's presence and preserving the economic benefits associated with the military installation. Mr. Hrapla's active involvement in the preparation of the JLUS studies includes:

- Sheppard AFB JLUS
- Aberdeen Proving Ground JLUS
- Camp Bullis JLUS
- Camp Roberts JLUS
- Camp Swift JLUS
- Camp Williams JLUS and JLUS Implementation
- Fort Drum JLUS
- Fort Indiantown Gap JLUS
- Fort Irwin JLUS
- Fort Harrison JLUS
- Greenlief Training Site JLUS
- Stones Ranch and Camp Niantic JLUS
- Bay County JLUS
- Columbus AFB JLUS
- Del Rio JLUS
- Dyess AFB JLUS
- Hampton-Langley JLUS
- Malmstrom AFB JLUS and JLUS Implementation
- Territory of Guam CSS
- Fairchild AFB JLUS
- JBSA-Randolph JLUS
- NAF El Centro JLUS
- R 2508 Complex JLUS
- NAS Corpus Christi JLUS

Mr. Hrapla was the project manager the **Sheppard AFB JLUS**. The Sheppard AFB JLUS Study Area encompassed the areas surrounding Sheppard AFB in Wichita Falls, Texas and its auxiliary airfield, Frederick Regional Airport in Frederick, Oklahoma. This JLUS is unique in that it extended across state lines. Sheppard AFB provides a key technical school for the US Air Force and is also home to the Euro-NATO Joint Jet Pilot Training program. Key issues being addressed through this JLUS include vertical obstructions, noise contours, and runway safety zones over residential communities, and lines of communication between the military and neighboring communities.

Mr. Hrapla served as Project Manager for the **Fort Harrison and Limestone Hills JLUS** conducted with Lewis and Clark County in Montana as the primary sponsor in collaboration with Broadwater County and the Cities of Helena and Townsend. Fort Harrison provides unique and irreplaceable assets for the nation's military, including maneuver areas, training facilities, small arms firing ranges, and helicopter training and exercise for active and reserve component personnel from the Army, Air Force, Navy, and Marines. It also provides important economic, social, and security contributions to the local communities.

Mr. Hrapla was the Deputy Project Manager for the Sto**nes Ranch Military Reservation and Camp Niantic JLUS** in East Lyme Connecticut. Stones Ranch Military Reservation (SRMR) is situated within the towns of East Lyme, Lyme, and Old Lyme in the southeastern region of Connecticut. SRMR includes both the "Ranch" itself, as well as Camp Niantic. SRMR provides important field training areas for the Connecticut Army National Guard, while the majority of the training conducted at Camp Niantic is in a classroom setting and simulations. The location of the facility along the Niantic Bay has concerns for trespass of users on the water, while a major concern at SRMR was the roosting of protected bat species.

Mr. Hrapla was the Project Manager for the **Camp Bullis JLUS** in San Antonio, Texas. Mr. Hrapla and the Matrix team worked with the City of San Antonio and the counties of Bexar, Comal, and Kendall to address concerns over encroachment issues that impact the critical military medical training area of Camp Bullis. The regional Military Transformation Task Force identified the need for adequate land use planning policies between the civilian community and military installations to manage the growth and the potential conflict that could develop around Camp Bullis. The purpose of the plan was to foster community growth and to recognize the need to conduct multi-service medical training, Air Force security forces training, and to support aircraft missions by the military. The JLUS strategies addressed urban growth and development, expanding training requirements, transportation corridors, and balancing extensive natural resources with attention to threatened and endangered species resources.

Mr. Hrapla was the project manager for the **Fort Indiantown Gap JLUS**. This project addressed compatibility issues at one of the business National Guard training sites in the country. A key component of this JLUS was addressing compatibility issues on a regional level, a result of its location in two counties and four municipalities. Another key was enhancing the local residents' awareness and understanding of military operations.

The **Aberdeen Proving Ground (APG) JLUS** in Maryland, for which Mr. Hrapla acted as the Project Manager, addressed the regional population growth pressures associated with APG's relative proximity to the three major metropolitan areas of Baltimore, Maryland; Washington, D.C.; and Philadelphia, Pennsylvania. The geographic extent of the overall JLUS Study Area was largely a result of sound travel and noise complaints, concerns and impacts associated with RDT&E missions, and the overall shift in demographics and land use when areas that were once rural became more suburban.

Mr. Hrapla was the Project Manager for the **Camp Swift JLUS** in central Texas provides unique and irreplaceable assets for the nation's military. The 11,746-acre Maneuver Training Center-Light (MTC-L) provides pre-mobilization and institutional training for the Texas Army National Guard / Texas Military Forces (TXMF). Camp Swift serves as the premier site for pre-mobilization training for TXMF. Training activities include basic infantry skills, combat engineering skills, maneuver exercises, helicopter operations, personnel/cargo air drops, small arms and pre-serving weapons firing and demolition training.

Alternative Energy Assessment

The development of alternative energy sources is critical to the country, but can also be a compatibility issue. Mr. Hrapla has addressed issues associated with wind development as part of the R-2508 Complex JLUS, Malmstrom AFB JLUS, NAS Kingsville JLUS, and NAS Corpus Christi JLUS. Solar energy issues were addressed in the R-2508 Complex JLUS and Idaho JLUS.

Military Planning

Mr. Hrapla has been involved with numerous military planning projects. He has extensive military experience in evaluating weapon system infrastructure support requirements and long-term planning and programming initiatives to address new requirements, restructuring, expanding missions' capabilities and capacity, as well as revitalization and mitigation of mission impact issues. He served as the Program Director for the **Eglin Visioning Plan**, the goal of which was to develop an overall strategic vision for the future of Eglin AFB's main complex, addressing its expanding roles and missions through 2040.

AREAS OF EXPERTISE

- JLUS / Compatibility Planning
- General and Specific Plans
- Military Master Planning
- Economic Development / Corridor Planning
- Socioeconomic Analysis
- GIS / GeoBase in Planning
- Public Participation

EDUCATION

Master of Urban and Regional Planning, California Polytechnic University, 1990

Bachelor of Science, Environmental Sciences, University of California, 1983

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners (AICP)

PROFESSIONAL HISTORY

Matrix Design Group, Inc.
Vice President
2004 to Present

BRW / URS
Community Planning Manager
2000 to 2004

Jones & Stokes
Associate Principal
1996 to 2000

Chambers Group
Planning and GIS Services Manager
1990 to 1996

TRW
Environmental Planner
1985 to 1990

City of Norco
1983 to 1985

RICK RUST, AICP, GISP

TECHNICAL MANAGER, COMPATIBILITY TASK LEADER

PROFESSIONAL SUMMARY

Rick Rust has more than 30 years of experience in the management and preparation of planning and environmental compliance documents. For communities, this experience includes management and preparation of JLUS, comprehensive plans, zoning ordinances, and master / specific plans for both public and private sector clients. His experience and expertise in military planning includes the management and preparation of comprehensive plans, facility master plans, space utilization, range planning, safety assessments, engineering evaluations, 1391s, MILCON projects, capital improvement plans, air installations compatible use zones (AICUZ) plans, and NEPA compliance. During his career, Mr. Rust has conducted projects at more than 50 installations throughout the United States and its territories. For both community and military planning, he has extensive experience in executing effective and inclusive public participation programs and in applying GIS technologies to planning analysis and solutions.

RELEVANT EXPERIENCE

Compatibility Planning / Joint Land Use Studies and Encroachment

Mr. Rust has served as Technical Manager for most JLUSs Matrix has developed and for compatibility plans for local communities and military installations across the country. These studies have addressed the sustainability of local communities and military installations, seeking mutually beneficial strategies to mitigate encroachment impacts and ensuring the compatibility of future development, balancing both the military mission and community needs. Mr. Rust's key compatibility projects include the following:

- Sheppard AFB JLUS
- Aberdeen Proving Ground JLUS
- Camp Bullis JLUS
- Camp Rilea JLUS and JLUS Implementation
- Camp Roberts JLUS
- Camp Swift JLUS
- Camp Williams JLUS and JLUS Implementation
- Camp Rilea JLUS
- Fort Indiantown Gap JLUS
- Fort Irwin JLUS
- Fort Harrison JLUS
- Greenlief Training Site JLUS
- Stones Ranch and Camp Niantic JLUS
- Bay County JLUS
- Columbus AFB JLUS
- Del Rio JLUS
- Edwards AFB JLUS
- Hampton-Langley JLUS
- Idaho JLUS
- Malmstrom AFB JLUS and JLUS Implementation
- Fairchild AFB JLUS
- JBSA-Randolph JLUS
- NAF El Centro JLUS
- NAS Corpus Christi JLUS
- R 2508 Complex JLUS
- Territory of Guam CSS
- Travis AFB JLUS

Mr. Rust was the project manager for the **Camp Roberts JLUS** outside Paso Robles, CA. Camp Roberts hosts heavy and light maneuver training exercises by the California National Guard, Army, Army Reserve, Marine Corps, and Air Force units, as well as law enforcement agencies and other state and federal agencies. The major issues addressed in the JLUS included those associated with live fire operations (noise and safety), airspace and safety for the unmanned aerial systems flown at Camp Roberts, community development near the borders of Camp Roberts, and the impact of nighttime lighting from nearby residential and commercial uses on night-vision training.

Mr. Rust managed the **Camp Rilea JLUS** for a National Guard training site in Clatsop County, Oregon. The primary mission at Camp Rilea is live-fire training, but the installation is also used for helicopter operations, including by the US Coast Guard, and electrical pole training and maintenance courses. The primary issues addressed in this JLUS were noise from weapons firing and helicopter overflight, closure of the beach to the public during live-fire exercises, natural resource and water protection, and public access to the installation.

Mr. Rust was the Project Manager for the **Greenlief Training Site JLUS** in Nebraska. Greenlief Training Site is the primary training site for the Nebraska Army National Guard and it supports live fire training ranges, vehicle maneuver areas, a Mobile Operations on Urban Terrain site, helicopter operations, and classroom facilities. The majority of the land surrounding Greenlief Training Site is agricultural. The key issues addressed were communications, protection of agricultural lands, noise impacts, light and glare, and vertical obstructions to helicopter operations.

Mr. Rust served as the Technical Manager for the Sto**nes Ranch Military Reservation and Camp Niantic JLUS** in East Lyme Connecticut. Stones Ranch Military Reservation (SRMR) is situated within the towns of East Lyme, Lyme, and Old Lyme in the southeastern region of Connecticut. SRMR includes both the "Ranch" itself, as well as Camp Niantic. SRMR provides important field training areas for the Connecticut Army National Guard, while the majority of the training conducted at Camp Niantic is in a classroom setting and simulations. The location of the facility along the Niantic Bay has concerns for trespass of users on the water, while a major concern at SRMR was the roosting of protected bat species.

As the Project Manager for development of the **California Advisory Handbook for Community and Military Planning**, Mr. Rust's management and planning expertise ensured that the Handbook provided guidance to cities, counties, builders, and military personnel for collaboration to reduce land use conflicts between local planning decisions and military activities in California.

Alternative Energy Assessment

The development of alternative energy sources is critical to the country, but can also be a compatibility issue. Mr. Rust has addressed issues associated with wind development as part of the R-2508 Complex JLUS, Malmstrom AFB JLUS, NAS Kingsville JLUS, and NAS Corpus Christi JLUS. Solar energy issues were addressed in the R-2508 Complex JLUS and Idaho JLUS.

Community Planning

Mr. Rust has been the project manager or lead planner on dozens of comprehensive planning and zoning projects. For each of these, managing growth, promoting economic development opportunities, and ensuring the delivery of adequate public services and facilities (schools, parks, water, sewer, police, fire, etc.) were paramount. Mr. Rust has also developed several complete zoning ordinances and changes to building codes. This in-depth understanding of code requirements helps him to develop the responsive changes needed to implement JLUS proposals fully. Work has included the award-winning Inyo County and City of Indio General Plan programs, as well as several other community general plan, ordinance and zoning programs. For the cities of Oxnard (adjacent to Naval Base Ventura County) and Ridgecrest (adjacent to NAWS China Lake) in California, Mr. Rust helped to develop comprehensive plan components designed to enhance compatibility planning. The Ridgecrest General Plan also fully implemented the policy changes proposed in the R-2508 Complex JLUS.

Military Planning

Mr. Rust has prepared dozens of studies (master plans, compatibility plans, land development, aviation plans, and facility asset management) for the Air Force, Army, Navy, Marine Corps, and National Guard. His in-depth understanding of training and operational requirements, range operations, technology, flight characteristics, and base support needs makes him uniquely qualified to discuss these items with military personnel to identify compatibility issues and potential solutions as part of a JLUS.

AREAS OF EXPERTISE

- JLUS/Compatibility Planning
- Community Planning
- General / Comprehensive / Specific Planning
- Growth Management Planning
- Health Planning
- Military Planning

EDUCATION

Bachelor of Science, Urban Planning, Arizona State University, 2007

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners

American Planning Association

Arizona Planning Association

PROFESSIONAL HISTORY

Matrix Design Group, Inc.
Community Planner
2008 to Present

BREN COX, AICP

ASSOCIATE PLANNER, LAND USE ANALYSIS TASK LEADER

PROFESSIONAL SUMMARY

Bren Cox has over eight years of experience as a community and compatibility planner. During his time with Matrix Design Group he has participated in a wide range of community and compatibility planning projects and has been integral to completing such projects at the federal, state, and local level nationwide. He has also gained knowledge and experience in environmental impacts and analysis, military planning, and community coordination. He has a keen eye for detail which has been vital to the development and completion of quality documents.

RELEVANT EXPERIENCE

Compatibility Planning / Joint Land Use Studies and Encroachment

Since beginning with Matrix, Mr. Cox has contributed to several Joint Land Use Studies, Encroachment Action Plans, and Map Atlases. He has led and managed various components of writing and preparing JLUS documents. His compatibility planning project experience includes:

- Sheppard AFB JLUS
- Camp Rilea JLUS
- Camp Roberts JLUS
- Camp Williams JLUS
- Fort Drum JLUS
- Fort Harrison and Limestone Hills JLUS
- Fort Indiantown Gap JLUS
- Greenlief Training Site JLUS
- Stones Ranch and Camp Niantic JLUS
- Andersen AFB JLUS
- Columbus AFB JLUS
- Edwards AFB Map Atlas
- Eglin JLUS Implementation
- Fairchild AFB JLUS
- Hampton-Langley JLUS
- Idaho JLUS
- Malmstrom AFB JLUS
- Offutt AFB JLUS
- NAF El Centro JLUS
- NAS Corpus Christi JLUS
- NAS Panama City / Bay County JLUS
- NAS Patuxent River JLUS
- Seymour Johnson AFB JLUS

Mr. Cox was the lead planner for the **Sheppard AFB JLUS** in Texas and Oklahoma. This JLUS was conducted in cooperation with the City of Wichita Falls as the primary sponsor in collaboration with Wichita County, Tillman County in Oklahoma, and several cities within the two counties. Sheppard AFB provides critical technical and flight training education courses for the US Air Force and hosts one of the busiest airfields in the Air Force. It shares its runway facilities with the local Wichita Falls Regional Airport and utilizes the runway at Frederick Regional Airport in Frederick, OK for training operations. It also provides important economic, social, and security contributions to local communities.

Mr. Cox was the lead planner for the **Fort Harrison and Limestone Hills Training Area JLUS** in central Montana. These two training areas provide regional training for the Montana National Guard and other nearby state National Guard units, as well as local and federal law enforcement and specialty military units. Some of the major issues addressed included noise, safety, wildland fires (both naturally-occurring and those caused by weapons firing), and vertical obstructions. He was instrumental in preparing for and assisting in public participation and communication with JLUS committees.

He was the lead planner for the **Greenlief Training Site JLUS** in Nebraska. Greenlief Training Site is the primary training site for the Nebraska Army National Guard and supports live fire training ranges, vehicle maneuver areas, a Mobile Operations on Urban Terrain site, helicopter operations, and classroom facilities. The majority of the land surrounding Greenlief Training Site is agricultural. The key issues addressed were communications, protection of agricultural lands, noise impacts, light and glare, and vertical obstructions to helicopter operations.

Mr. Cox was the lead planner for the Oregon National Guard training site at Camp Rilea. The **Camp Rilea JLUS** analyzed a variety of installation impacts arising from other entities using the Camp, such as the US Coast Guard and

a utility and light pole maintenance and training yard. The primary issues addressed in the Camp Rilea JLUS were noise from weapons firing and helicopter overflight, closure of the beach to the public during live-fire exercises, natural resource and water protection, and public access to the installation.

Mr. Cox served as the lead planner for the **Idaho JLUS**. This JLUS was unique in that it was one of the first JLUSs to address multiple military service bases. The study area and assessment included three counties and covered Mountain Home AFB and its associated range complex, the Army National Guard Orchard Training Area, and the Air National Guard facility at Gowen Field. Gowen Field is a joint-use facility located at Boise Airport in the City of Boise that is used for civilian and commercial air travel and military aircraft. This JLUS examined compatibility concerns between military activity and civilian uses related to flight operations at Gowen Field and Mountain Home AFB, including safety zones, imaginary surfaces, vertical obstructions, and noise, and provided a set of recommendations to the communities and military branches involved that address current and future concerns. The JLUS also provided a similar process to address compatibility issues around the Orchard Training Area.

Mr. Cox assisted with the development of the **Stones Ranch Military Reservation and Camp Niantic JLUS** in East Lyme Connecticut. Stones Ranch Military Reservation (SRMR) is situated within the towns of East Lyme, Lyme, and Old Lyme in the southeastern region of Connecticut. SRMR includes both the "Ranch" itself, as well as Camp Niantic. SRMR provides important field training areas for the Connecticut Army National Guard, while the majority of the training conducted at Camp Niantic is in a classroom setting and simulations. The location of the facility along the Niantic Bay has concerns for trespass of users on the water, while a major concern at SRMR was the roosting of protected bat species.

Community and General Planning

Mr. Cox has been involved in many community planning studies and projects during his time with Matrix Design Group, including Growth Management Plans, General Plans and Updates, Zoning Ordinances and Land Use Plans. Through these, he has gained experience and knowledge in areas such as land use guidelines, transportation systems, and growth management along with infrastructure and public service needs including parks, water, sewer, health, and environmental resources.

Military Expansion and Installation Growth

Mr. Cox has assisted the Territory of Guam to analyze the impacts of the proposed military buildup through several Task Orders as part of the Governor's Advisory Consulting Team (ACT). The scale and magnitude of the proposed Marine relocation from Okinawa to Guam represents a massive planning effort. Through the work on several of the ACT Task Orders, Mr. Cox has demonstrated knowledge in areas such as governmental / organizational structure, healthcare, and compatibility sustainability planning. The associated plans focus on identifying key gaps in facility and land use that would be impacted by preparation of a strategic plan to ensure the socioeconomic and environmental vitality of Guam and the health of existing, new, and visiting populations.

AREAS OF EXPERTISE

- Federal / Military Planning
- Comprehensive / Long-Range Planning
- Land Development Regulations
- Community Planning and Visioning
- Master Planning / Site Planning
- Public Participation / Stakeholder Facilitation
- Project / Program Management

EDUCATION

Master of Environmental Design (Planning and Urban Design), University of Calgary, 1999

Bachelor of Science, Urban Studies, University of Minnesota, 1994

Bachelor of Arts, Urban Studies, University of Winnipeg, 1992

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners

American Planning Association - National Capital Region

PROFESSIONAL HISTORY

Matrix Design Group, Inc.
Senior Planner
2014 to Present

IPP
Technical Director
2012 to 2012

GSIPT
Planning Director
2006 to 2012

Village of Islamorada
Principal Planner
2000 to 2006

PATRICK SMALL, AICP

SENIOR PLANNER, COMMUNITY INVOLVEMENT AND COMPATIBILITY PLANNING

PROFESSIONAL SUMMARY

Mr. Patrick Small brings more than 16 years of experience spanning county and local government, military, and federal agency planning for the public and private sector throughout the country. He has worked for local governments and with state agencies on land-use, environmental planning and site planning initiatives, and has served as an expert witness on land use cases before the Florida Judicial Court. His background includes project management, facilitation, master planning, site analysis and design, program development, development review, and quality assurance / quality control. Through his collective experiences, he has developed a practical, holistic and collaborative approach to creative problem solving based on a multidisciplinary planning process.

RELEVANT EXPERIENCE

Compatibility Planning

Since joining Matrix, Patrick has contributed to several Joint Land Use Studies. His compatibility planning project experience includes:

- APG JLUS
- Camp Swift JLUS
- Fort Indiantown Gap JLUS
- Andrews AFB JLUS Implementation
- Dobbins ARB JLUS
- JBSA-Randolph JLUS
- Lackland AFB JLUS Implementation
- Naval Base Ventura County JLUS
- NSF Dahlgren JLUS
- NAS Patuxent River JLUS
- NAF El Centro JLUS
- NSA Crane JLUS
- North Carolina Compatible Use Map Atlas
- North Carolina Statewide JLUS
- Seymour Johnson AFB JLUS

Mr. Small was a key planner for the **Camp Swift JLUS** in Texas. Camp Swift in central Texas provides unique and irreplaceable assets for the nation's military. The 11,746-acre Maneuver Training Center-Light (MTC-L) provides pre-mobilization and institutional training for the Texas Army National Guard / Texas Military Forces (TXMF). Camp Swift serves as the premier site for pre-mobilization training for TXMF. Training activities include basic infantry skills, combat engineering skills, maneuver exercises, helicopter operations, personnel/cargo air drops, small arms and pre-serving weapons firing and demolition training.

Mr. Small was the lead planner for the **Aberdeen Proving Ground (APG) JLUS** in Maryland. This JLUS addressed the regional population growth pressures associated with APG's relative proximity to the three major metropolitan areas of Baltimore, Maryland; Washington, D.C.; and Philadelphia, Pennsylvania. The geographic extent of the overall JLUS Study Area was largely a result of sound travel and noise complaints, concerns and impacts associated with RDT&E missions, and the overall shift in demographics and land use when areas that were once rural became more suburban.

Mr. Small was the lead planner for the **Fort Indiantown Gap JLUS**. This project addressed compatibility issues at one of the business National Guard training sites in the country. A key component of this JLUS was addressing compatibility issues on a regional level, a result of its location in two counties and four municipalities. Another key was enhancing the local residents' awareness and understanding of military operations.

Community Planning and Public Participation

Mr. Small has extensive experience in local community planning focused on long-range and current planning. He has prepared Comprehensive Plans, land development ordinances, and conducted complex analysis on issues of regional significance. His experience includes leading public workshops, public outreach and facilitation, and presenting reports and studies. He was responsible for coordinating strategic planning and growth plans with the State Department of Community Affairs, local plans with state environmental agencies, and reporting to the governor on compliance with legislative mandates. Community project highlights include:

- Livable CommuniKeys Planning Program, Monroe County, FL
- Comprehensive Plan, Islamorada, Village of Islands, FL
- Upper Matecumbe Key Community Visioning Plan, Islamorada, FL
- North Plantation Key Revitalization Plan/Implementation Work Program, Islamorada, FL

Military Planning

Mr. Small has worked on and managed high-profile planning projects and studies throughout the country for all branches of the military. His military planning experience is rooted in master planning and Capital Improvement Plans, needs assessments, asset management, and facilities development. He managed the programming and design of facilities at Lackland Air Force Base and the preparation of master plans, facilities plans and programming, Capital Improvements Plans and managing real property data in GIS as part of the encroachment assessment for US Marine Corps Camp Lejeune and US Marine Corps Air Station Cherry Point. He has provided planning and conflict resolution training for US Marines stationing in Afghanistan at the request of the USMC. Specific examples include:

- Navy Annex Property Transfer Master Plan including NEPA and Section 106 documentation for conveyance of real property from federal government to Arlington, VA
- Acquisition of Naval Reserve Center, St. Petersburg, FL
- Crystal Park/Gateway/Navy Annex Relocation to Naval Support Facility, Arlington, VA
- Warrior Transition Unit Administration Center, Walter Reed National Military Medical Center, Bethesda, MD

AREAS OF EXPERTISE

- JLUS/Compatibility Planning
- Base Realignment and Closure/Installations Growth
- Economic Development Assessment/Planning
- Military Liaison
- Government and Organizational Structure
- Legislative Analysis
- Program Development
- Grant Writing

EDUCATION

Master of Administration with concentration in Communications, University of the Incarnate Word, 2008

Bachelor of Healthcare Administration, Southwest Texas State University, 2000

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners

American Planning Association - National Capital Region

PROFESSIONAL HISTORY

Matrix Design Group, Inc.
Planner
March 2011 to Present

County of Bexar
Senior Economic Development Analyst / Military Liaison
2008 to 2011

University of the Incarnate Word
Manager / Advisor
2002 to 2008

Heart and Vascular Institute of Texas
Administrator
2000 to 2002

MICHELE MORA

PLANNER, COMMUNITY INVOLVEMENT AND COMPATIBILITY PLANNING

PROFESSIONAL SUMMARY

Michele Mora has a variety of experience in program management and development across several platforms including county government, higher education, and healthcare planning. Michele's 12 years of experience includes collaborative team building while working in a BRAC growth community and providing assistance and developing programs for transportation implementation, education, and economic development.

Ms. Mora served as the Project Manager for the Lackland AFB JLUS for the County of Bexar, Texas. This project involved the development of a JLUS with multiple stakeholders seeking to be proactive for the sustainability of both local communities and the military installation to identify mutually beneficial strategies to mitigate encroachment impact. Michele also served as a Technical Advisory Committee member in the Camp Bullis JLUS (TX). This JLUS included development of 65 strategies designed to address compatibility among Camp Bullis, three counties, and several incorporated cities**RELEVANT EXPERIENCE**

Compatibility Planning

Michele's most recent experience with Matrix in the development of JLUSs includes the following projects:

- Camp Bullis JLUS / Implementation
- Camp Rilea JLUS
- Camp Roberts JLUS
- Camp Swift JLUS
- Camp Williams JLUS / Implementation
- Fort Indiantown Gap JLUS
- Greenlief Training Site JLUS
- Columbus AFB JLUS / Implementation
- Eglin AFB JLUS Implementation
- Ellsworth AFB JLUS
- Kingsley Field JLUS
- JBSA-Lackland JLUS Implementation
- JBSA-Randolph JLUS
- Malmstrom AFB JLUS / Implementation
- NAS Corpus Christi JLUS
- NAS Fallon JLUS
- NAF El Centro JLUS
- Naval Base Ventura County JLUS
- North Carolina Regional JLUS Implementation
- Offutt AFB JLUS
- San Antonio Regional JLUS Implementation

Ms. Mora was the lead planner for the **Camp Roberts JLUS** outside Paso Robles, CA. Camp Roberts hosts heavy and light maneuver training exercises by the California National Guard, Army, Army Reserve, Marine Corps, and Air Force units, as well as law enforcement agencies and other state and federal agencies. The major issues addressed in the JLUS included those associated with live fire operations (noise and safety), airspace and safety for the unmanned aerial systems flown at Camp Roberts, community development near the borders of Camp Roberts, and the impact of nighttime lighting from nearby residential and commercial uses on night-vision training.

Ms. Mora played a key role in the development of the **Camp Williams JLUS** in Utah, which was prepared for the community around the National Guard training site outside Salt Lake City, Utah. Camp Williams provides training amenities for small arms ranges, artillery firing points, vehicle maneuver areas, and aircraft operations. The study focused on land uses near the installation, which is in close

proximity to developed cities. Ms. Mora also assisted with the **Camp Williams JLUS Implementation** project, which is analyzing local communities' general plans and land use regulations to provide guidance on promoting compatibility between the communities and Camp Williams.

Ms. Mora was the lead planner for the **Camp Swift JLUS** in central Texas provides unique and irreplaceable assets for the nation's military. The 11,746-acre Maneuver Training Center-Light (MTC-L) provides pre-mobilization and institutional training for the Texas Army National Guard / Texas Military Forces (TXMF). Camp Swift serves as the premier site for pre-mobilization training for TXMF. Training activities include basic infantry skills, combat engineering skills, maneuver exercises, helicopter operations, personnel/cargo air drops, small arms and pre-serving weapons firing and demolition training.

Ms. Mora served as the lead planner for the **Joint Base San Antonio-Randolph AFB JLUS** in Texas. This JLUS included three distinct study areas: JBSA-R, JBSA-Seguin Auxiliary Airfield, and Stinson Airfield. JBSA-R is located in northeastern Bexar County, characterized by two runways and various support facilities and buildings. The flying training mission provides the Air Force pilots and instructors with Fundamental Fighter skills. Increased development in northeastern Bexar County and western Guadalupe County in recent years has crowded the boundaries of the base in ways that may adversely impact the base's mission. The designated safety zones associated with the airfields have represented a challenge for municipalities to maintain effective compatibility planning while balancing the needs of the community. Other issues addressed in the JLUS include noise and infrastructure extensions that encourage development in and near safety zones.

Alternative Energy Assessment

In her tenure with Matrix, Michele has performed numerous legislative analyses, both for state and local governments, to facilitate enhancements of legislation and consequently, permitting of such development projects. The analyses and enhancements have included various measures for land and offshore alternative energy development to enable military compatibility. Recent work included: NSA Crane JLUS, North Carolina Statewide JLUS, and Seymour Johnson AFB JLUS.

Community and General Planning

Michele has been a core team member on several planning projects in the County of Bexar, Texas. For each of these, managing growth, promoting economic development opportunities, and ensuring the delivery of adequate public services and facilities (schools, parks, water, sewer, police, fire, transportation, etc.) were paramount. Work included the Fort Sam Houston Growth Management Plan for San Antonio, TX and the North and West Sector Plans, also for San Antonio.

Since starting with Matrix, Michele has gained a wealth of experience in community planning with the design and completion of JLUS implementation programs, comprehensive plans, and zoning ordinances. These programs have included preparing adoption-ready comprehensive planning policies and proposed amendments to zoning ordinances of jurisdictions involved with JLUS projects.

Public Participation

In addition to her vast experience in compatibility, military expansion and community planning, Michele also has extensive experience working with the public. She is skilled at presenting important issues and information in various venues, such as workshops and legislative hearings, in a simple and understandable manner.

AREAS OF EXPERTISE

- CERCLA and RCRA Investigation and Remediation
- Pollution Control Process Design
- Civil and Transportation Engineering
- Program Management

EDUCATION

MS/MSc, Civil Engineering, Texas A & M University, 1982

BS/BSc, Civil Engineering, Texas A & M University, 1980

PROFESSIONAL AFFILIATIONS

Professional Engineer – Civil; CO, UT, TX

Society of American Military Engineers (SAME)

National Ordnance Contractors Association

Water Environment Federation

American Consulting Engineers Council

ROBERTA SCHLICHER, PE

DIRECTOR OF ENVIRONMENTAL SERVICES, ENVIRONMENTAL RESOURCES TASK LEAD

PROFESSIONAL SUMMARY

Ms. Roberta Schlicher is the Director of Environmental Services who will serve as the Environmental Resources Task Lead for Matrix Design Group, Inc. A registered Professional Engineer with more than 31 years of experience in the public and private sectors, Roberta's emphasis has been in environmental investigation and remediation, study and design of industrial water and wastewater treatment systems, and municipal public works. She is an experienced program and project manager for commercial industry, federal, state and local agencies. Roberta has broad knowledge of design, commissioning, and operation of remediation systems; industrial treatment facilities for water, wastewater, and air in including physical, chemical, and biological treatment trains; Title II oversight and engineering services during construction programs; CERCLA and RCRA investigation and remediation; and civil and transportation engineering design and implementation.

RELEVANT EXPERIENCE

She has provided environmental services in US EPA Regions 2,5,6,8, and 9 as a part of master plans, facilities plans, permitting, engineering studies, designs, operations and assessments. Example projects in select service areas include:

Remedial Investigation, Feasibility Study: Roberta prepared 13 remedial investigation reports and nine feasibility studies, including public comment responsiveness summaries for Superfund sites in U.S. EPA Regions 5 and 9 and 12 remedial action master plans with three quality assurance project plans for CERCLA sites in the Midwest. She served as a quality assurance reviewer for 10 additional feasibility studies for hazardous waste site remediation in U.S. EPA Regions 5, 8, and 9, involving uncontrolled landfills, fire training areas, chemical disposal areas, drum disposal areas, and solvent recovery sites. She developed and implemented nine investigative study plans, quality assurance programs and sampling plans for field activities and data evaluation. Her experience in environmental sampling efforts includes surface water, groundwater, stream sediment, surface and subsurface soil (auger and test pit sampling), and landfill leachate sampling.

Environmental Remediation: Roberta managed the design, construction, and operation of innovative and conventional remedial technologies including in-situ bioventing, bioremediation, permeable reactive walls, and soil flushing. She has experience in remedial actions under CERCLA and RCRA involving non-aqueous phase liquids, fuels, chemical contamination in groundwater, surface water, sediment and soils, and munitions and munitions constituents.

U.S. Army Corps of Engineers, Defense Logistics Agency (DLA), Huntsville, AL: Provided $26 million in services on 35 task orders for remediation for defense depots in the western US and four CERCLA sites where she executed and completed investigations, demonstration tests, and remediation projects involving contaminated groundwater, soils, and landfills. She managed groundwater injection studies using infiltration galleries, percolation ponds, chimney drains, and injection wells and implemented a 225 gpm capacity expansion to the existing pump and treat system within three months to meet a stringent regulatory deadline, optimizing the system in a 15-week startup and prove-out period that included demonstrating four groundwater disposal technologies. The optimum discharge technology resulted in $8.4M savings. She also implemented a 1,250 gpm pump and treat system for VOC and pesticide removal from groundwater. Implemented extraction, granular activated carbon (liquid-phase) treatment, air stripping, vapor phase carbon treatment and infiltration galleries and used capture zone analysis to justify a remedy change to natural attenuation for a portion of the plume saving approximately $11.7M.

U.S. Army Corps of Engineers, Sacramento Division: Remedial Design and Regulatory Decision Documents: For the Defense Distribution Depot in Ogden Utah, Roberta provided design of remediation facilities for groundwater contaminant hotspots. The facility included a groundwater extraction trench and advanced oxidation treatment systems (ozone and peroxide) with discharge to the local sewerage authority. She also prepared an Explanation of Significant Difference (ESD) to the Record of Decision for the remedy and a ROD Amendment.

Tooele Army Depot, UT: Groundwater Treatment System and Hazardous Waste Corrective Measures Implementation Plan: Roberta was the lead review engineer for the predesign of an 11.5-mgd groundwater treatment system for an army depot. The project involved design of extraction wells, a 1 million-gallon storage tank, and a centralized air stripping facility for removal of VOCs and hexavalent chromium. Roberta managed the preparation of a Corrective Measures Implementation Plan for the Bomb Washout Building at Tooele Army Depot. Soils were contaminated with metals, dioxins/furans, explosive compounds, and unexploded ordnance. The remedy for the site involved clearance of UXO followed by excavation and on-site consolidation of contaminated soils under a liner and clean soil cover.

Iowa Army Ammunition Plant, U.S. Army Corps of Engineers Omaha: Explosive waste incineration, HTRW Remediation Facility Design, Iowa Army Ammunition Plant, IA: Roberta provided engineering design review for Needs Assessment and a detailed design for two explosives contaminated waste incinerators and evaluated air permitting requirements and assisted in obtaining the required permits.

AREAS OF EXPERTISE

- GIS for Community Planning
- Database Development and Management
- GIS Modeling
- Project Management
- GIS Application Development
- Field Data Collection

EDUCATION

BS, Environmental Science, University of Denver, 2003

BA, Geography, University of Denver, 2003

MS, Geographic Information Science, University of Denver, 2006

PROFESSIONAL HISTORY

Matrix Design Group, Inc.
GIS Manager / GIS Analyst
2006 to Present

GVR Metropolitan District
GIS Specialist
2005 to 2006

Castlewood Canyon State Park
Seasonal Park Ranger
2004 to 2004

National Park Service
Intermountain Region GIS Support Office
GIS Support
2002 to 2004

CHRIS MARTIN, GISP

GIS MANAGER, GIS ANALYSIS AND MAPPING TASK LEAD

PROFESSIONAL SUMMARY

Chris Martin has 13 years of professional experience in the GIS field. As a certified GIS Professional, he has provided support in both the public and private sectors on diverse projects including community planning, urban development, financial analysis, environmental planning, custom application design, database development, and asset management. Chris believes in the power of GIS to provide information that enlightens the decision-making process. He prides himself on delivering the best product and information to the client that is possible through custom applications and database analysis. He has extensive training in many of the latest GIS and database software platforms, and he is proficient in ESRI's ArcGIS software suite, SQL Server, MySQL, and Microsoft Access.

RELEVANT EXPERIENCE

Chris has extensive experience harnessing GIS for various community and compatibility planning projects. These projects have involved multiple stakeholders, requiring the aggregation and standardization of disparate GIS datasets. The GIS data were often reorganized into a database designed for improved data management, and a data inventory system was maintained to track the lineage and development of all GIS and tabular data throughout each project. Geographic analyses were performed at various levels of detail using state-of-the-art GIS software and processes. Analyses have included land use compatibility assessments using factors such as noise, vertical obstructions potential, safety zones, zoning analysis, infrastructure extension potential, natural resource evaluations, BASH analysis, and 3-D spatial assessments. The resulting data were conveyed in easy to understand maps and tables. Upon project completion, all organized data and maps were delivered to the stakeholders. Some representative projects include:

- Sheppard AFB JLUS
- Camp Bullis JLUS and Implementation
- Camp Rilea JLUS
- Camp Roberts JLUS
- Camp Swift JLUS
- Camp Williams JLUS and Implementation
- Fort Harrison and Limestone Hills JLUS
- Fort Indiantown Gap JLUS
- Greenlief Training Site JLUS
- Stones Ranch and Camp Niantic JLUS
- Malmstrom AFB JLUS and Implementation
- NAS Patuxent River
- JLUS Andrews AFB JLUS Implementation
- Naval Base Ventura County JLUS
- NAS Corpus Christi JLUS
- NAS Fallon JLUS
- NAF El Centro JLUS
- NSF Dahlgren JLUS

Mr. Martin has a strong understanding of the various GIS data components associated with a JLUS and how these datasets can be incorporated into a comprehensive community plan.

References 3.

References

3

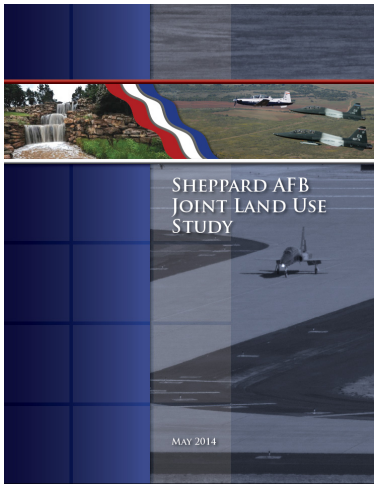
Reference Projects

The following provides an overview of relevant projects and the associated references for each. Matrix has worked on more than 45 JLUS projects and 10 JLUS implementation projects nationwide. Additional references for any project listed in Section 2 of this proposal can be provided upon request.

In looking at experience, it is more than just what the firm has completed, it is about what the people you will work with have done. The Management Team proposed for this project (Celeste Werner, Mike Hrapla, and Rick Rust) has worked on each of the projects listed below and all of the JLUS projects listed in Section 2 of this proposal. In keeping with the statement above, we feel that it is all about the people, and we propose to provide you our best.

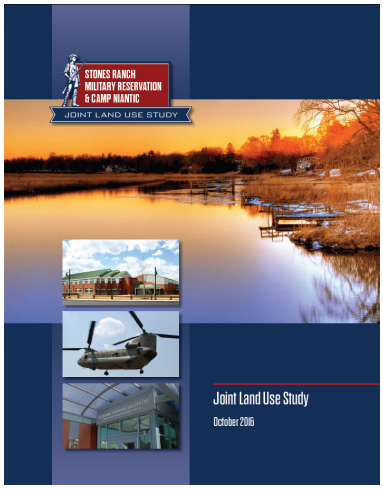
Each of the following projects was completed within the past five years.

Sheppard Air Force Base Joint Land Use Study
Point of contact: Karen Montgomery-Gagné, Planning Administrator
Client: City of Wichita Falls, TX
Address: PO Box 1431, Wichita Falls, TX 76307
Phone: (940) 761-7447
E-mail: karen.montgomery@wichitafallstx.gov
Services provided: Joint Land Use Study
Term of service: 2012-2014

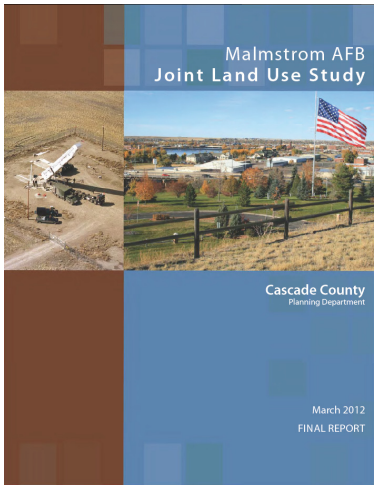


Point of contact: Jim Smith, City Council
Address: Frederick City Hall, PO Box 399, Frederick, OK 73542
Phone: (580) 335-5525 (cell: (580) 335-4255)
E-mail: jvsmith@greatplains.edu
Services provided: Joint Land Use Study
Term of service: 2012-2014

Stones Ranch Joint Land Use Study
Point of contact: Gary Goeschel
Client: Town of East Lyme, CT
Address: 108 Pennsylvania Avenue, Niantic, CT 06357
Phone: (860) 691-4114
E-mail: ggoeschel@eltownhall.com
Services provided: Joint Land Use Study
Term of service: Ongoing since 2015



Malmstrom Joint Land Use Study and JLUS Implementation
Point of contact: Joe Briggs, Commissioner
Client: Cascade County Commission, Montana
Address: 325 2nd Avenue North, Room #111, Great Falls, MT 59401
Phone: (406) 454-6815
E-mail: jbriggs@cascadecountymt.gov
Services provided: Joint Land Use Study and JLUS Implementation
Term of service: 2010-2013



Outline 4.

Outline

4

4.1 Project Understanding

As regions develop and expand in response to growth and market demands, land use decisions can extend a community's development pattern closer to military installations and operational areas, which can result in compatibility issues. On the military side, changes in missions, operations, and training can impact compatibility. Whatever the cause, the resulting conflicts may have negative impacts on community safety, economic development, and the sustainability of military activities and readiness. This threat to sustainability is of great concern to both local jurisdictions and the Department of Defense.

Pressures from incompatible development can create restrictions on the use of installations, airspace, and training corridors. Defining and addressing compatibility concerns between military installations and local communities is essential to protecting military missions, the health of local and regional economies and industries, and the quality of life for residents. To achieve effective compatibility, local governments, agencies, and civilian organizations need to work collaboratively with the military to develop community-driven, cooperative, and strategic actions to address current and future potential compatibility issues. These actions are intended to promote community development that is compatible with military training and other operational needs at Fort Sill, and to reduce operational impacts on land adjacent to, or affected by, Fort Sill.

Fort Sill

Fort Sill, located adjacent to the City of Lawton in Comanche County, southwest Oklahoma, is a strategic asset to the United States Army. Fort Sill is composed of numerous units and organizations that train and prepare Soldiers and other military personnel. The 434th Field Artillery Basic Combat Training Brigade grows the Army by more than 19,000 soldiers every year. The 428th Field Artillery and 30th Air Defense Artillery prepare weapons specialists to fulfill the Army's missions around the world. The Marine Detachment trains hundreds of artillery officers and crewmen annually. The world-class mission simulation center provides life-like simulated training scenarios that prepare the Fires Force for combined operations and Fort Sill's 75th Field Artillery and 31st Air Defense Artillery Brigades deploy world-wide to protect our nation and allies' interests. Army-wide units come to Fort Sill for pre-deployment training on weapon systems such as C-RAM (Counter-Rocket, Artillery, and Mortar) to prepare for overseas deployments. The Fires Center of Excellence was established at Fort Sill in 2009, bringing the Air Defense Artillery School to link with the Field Artillery School.

Fort Sill is also used to train personnel from other services and international allies. Sheppard Air Force Base flies 80,000 training sorties in Fort Sill's special use airspace each year. Altus Air Force Base regularly conducts Joint Precision Air Drop System (JPADS) GPS-guided cargo pallet, assault strip landing, and equipment load training at Henry Post Army Airfield, located on Fort Sill. The Oklahoma Army National Guard 138th Fighter Wing, based at Tulsa International Airport, flies F-16s at Fort Sill's Falcon Range for general purpose missions, including night vision goggle training. Fort Sill's International Student Division trains hundreds of Field Artillery and Air Defense Artillery soldiers from 52 countries every year. Falcon Range is used for the employment and scoring of air-to-surface ammunitions, including inert and training bombs, rockets, strafe, and lasers.

Fort Sill is the third largest single-site employer in Oklahoma, contributing more than $24 billion into Oklahoma's economy over the last 12 years, averaging out to roughly $2 billion in outlays each year. Fort Sill encompasses approximately 150 square miles (93,829 acres) of southwestern Oklahoma stretching 27 miles east to west and six miles north to south. The Fort's cantonment area covers 8,318 acres.

Fort Sill supports a population of 102,585 people, made up of:

- Military (permanent party)
- National Guard or Reserve Military
- Military (basic training)
- Military (students all other)
- Department of the Army civilians
- Contractors
- Other civilians (non-appropriated fund, commercial, Army and Air Force Exchange Service, etc.)
- Retired military and survivor dependents
- Family members

Due to the crucial role that Fort Sill plays in national defense, maintaining a robust installation is of utmost importance. Civilian development around the fort can impact the growth and mission through possible restrictions if incompatibility occurs. This can include increase in nighttime ambient light levels rendering night vision goggle training less effective, infrastructure extensions promoting new growth in areas close to the Fort, wind farm and alternative energy development impacting helicopter flight routes, and new development located within noise zones from artillery and weapons training. Noise at Fort Sill is made up primarily of three types: transportation noise from aircraft and vehicles, noise from firing at small-arms ranges, and noise from large-caliber weapons firing and military explosives operations. Current small-caliber noise contours at Fort Sill do not extend off the installation. The demolition and large-caliber noise contours occur in three zones that do extend past the boundaries. The Land Use Planning Zone (LUPZ) is the lowest zone with a 57 C-weighted Day-Night Average Sound Level (CDNL) used to give surrounding communities information for evaluating land use decisions. The second zone is Zone II, at 62 CDNL, which is usually incompatible with most noise-sensitive land uses such as residences, schools, and hospitals. The third zone is Zone III at 70 CDNL, which is not only incompatible with noise-sensitive areas, but the noise level is considered severe. Figure 4-1 shows the noise zones associated with weapons firing operations at Fort Sill and how far they extend off-base.

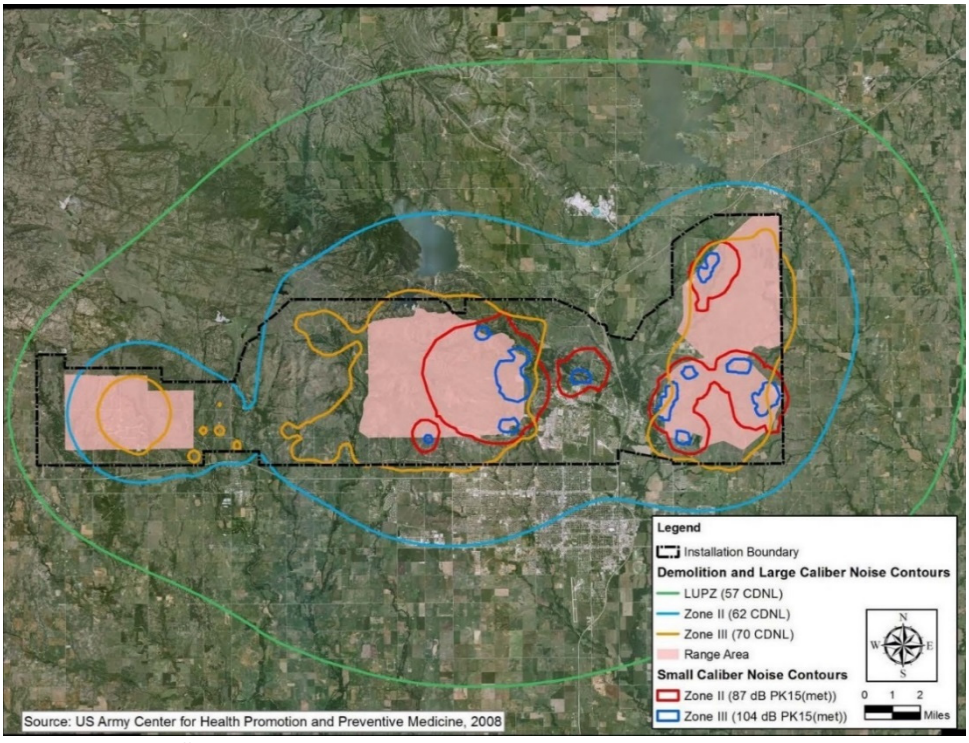


Figure 4-1. Fort Sill Noise Zones

JLUS Objectives

A JLUS is intended to help guide future land use and resource decisions by local jurisdictions, state and federal agencies, and Tribal governments, and to provide information to special interest groups and property owners in the study area. Our team has an extensive amount of directly-related experience and has developed a comprehensive list of lessons learned from past JLUS efforts and other military and community planning efforts across the country. Our approach for the Lawton – Fort Sill JLUS will be built upon the following objectives:

- Identify and mitigate compatibility and encroachment issues that may impact training, operations, testing and power projection missions at Fort Sill;
- To protect the health, safety and welfare of the civilian and military communities near Fort Sill;
- To identify and recommend appropriate regulatory and non-regulatory actions that may be implemented to ensure future land use compatibility between the local governments and the military operations;
- To continue to foster increased communication between Fort Sill and the surrounding local governments and communities;
- To build a database in order to continue to conduct thorough analysis of the development activities and growth patterns of the study area.

The Lawton – Fort Sill JLUS will be a community-driven, cooperative, strategic planning process that is conducted in partnership with Fort Sill and other regional military installations, ASCOG and other regional economic development districts, the surrounding local jurisdictions (cities of Apache, Cache, Elgin, Fletcher, Frederick, and Lawton; towns of Indiahoma, Medicine Park, and Sterling; and counties of Caddo, Comanche, Kiowa, Jackson, and Tillman), state government agencies, federal government agencies, schools and universities, Native American communities (Apache Nation, Comanche Nation, Fort Sill Apache Nation, and Kiowa Nation), and private entity representatives in order to:

- Identify and mitigate compatibility and encroachment challenges and issues that may impact training, operations, and missions at Fort Sill
- Promote community development that is compatible with the Fort Sill's existing and future missions
- Identify locally-based solutions to manage encroachment and address compatibility issues
- Increase community awareness of Fort Sill's missions
- Enhance the overall coordination and communication between Fort Sill; local municipalities; Native American communities; local, state, and federal agencies and organizations; and the public
- Enhance regional collaboration and reevaluate Fort Sill's existing Army-Compatible Use Buffer program
- Protect the public health, safety, and welfare of those living, working, or recreating near Fort Sill and its operational areas

JLUS Study Area

The JLUS Study Area for the Lawton – Fort Sill JLUS will be centered on Fort Sill and will initially include all communities within a 10-mile radius around the installation's boundary. In addition to the land area, the JLUS will extend vertically to include aircraft operating areas and drop zones located around Fort Sill. This initial study area will be used for data collection and will be refined during the development of the JLUS based on operational areas and the compatibility issues identified.

Compatibility Factors Assessment

Matrix will work with Fort Sill, ASCOG, the Policy Committee (PC), the Technical Working Group (TWG), other JLUS stakeholders, and the public to identify current and future compatibility issues at and around Fort Sill. The Matrix approach to compatibility goes beyond a typical compatibility assessment, using a set of 25 compatibility factors (shown in the graphic at right) to ensure all potential issues are identified. While there may not be issues associated with each of the 25 factors in this JLUS, all factors need to be considered and assessed.

The issues identified will be the basis of the analysis in the JLUS and they will drive the development of strategies to address these issues.

4.2 Project Approach

One of the most important elements of a JLUS is to create a community-based study that builds consensus and obtains buy-in from multiple agencies, organizations, and the public beginning on the first day of the project and lasting throughout the process. The actions by which Matrix builds consensus and obtains buy-in involve:

- Getting to know and understand the affected communities
- Asking the right questions at the right time
- Encouraging extensive interactive involvement through the use of engagement methods tailored to the JLUS Study Area
- Pursuing and collecting relevant information
- Conducting a rigorous analysis of the issues associated with encroachment
- Developing insightful solutions to avoid, mitigate or resolve encroachment issues
- Designing strategies that are straightforward and easily implemented
- Providing new tools and refining existing tools to support harmonious civilian and military growth

Outline

Our approach has been developed over time and over the course of many JLUS projects. It is open and transparent and relies on the combined strengths of the team. Matrix sees itself as an extension of staff working in a complementary role to that of the ASCOG. In this fashion, we strive to minimize the impact on your staff while conducting this project.

The Matrix approach includes providing easy-to-read, user-friendly documents that will not just sit on a shelf. Our JLUSs are made up of three separate documents: a background report, JLUS report, and a project overview (executive summary).

The ***Background Report*** will contain the technical evaluation of the issues identified for Fort Sill and the surrounding area. The Background Report will be composed of five chapters:

- **Chapter 1 – Introduction** provides an overview of a JLUS, and the JLUS process, goals, objectives, and defines the JLUS Study Area.
- **Chapter 2 – Community Profile** provides an overview of the communities and organizations involved in the Lawton – Fort Sill JLUS. Topics include historical information, economic and population data, development trends such as housing and building permit trends, and transportation networks.
- **Chapter 3 – Fort Sill Profile** provides an overview of Fort Sill including its history, mission, military strategic importance, economic benefit to the region, and a discussion of the its varied military operational footprints.
- **Chapter 4 – Existing Compatibility Tools** provides an evaluation of the relevant existing military, federal, state, and local land use planning and other tools, including memoranda of understanding, military planning documents, comprehensive plans, ordinances, and building code analysis, as well as related tools employed at Fort Sill.
- **Chapter 5 – Compatibility Assessment** provides a technical assessment of the compatibility issues identified for the JLUS. This chapter provides sufficient analysis and evaluation of the issues and current planning tools that are being used to resolve the conflicts between the military and adjacent areas.

The ***JLUS Report*** summarizes the Background Report and contains the Implementation Plan with the recommended strategies designed to address the compatibility issues that have been identified. This plan includes information on the military influence areas to which the strategies should be applied. The report focuses on the Implementation Plan and provides a concise document that stakeholders can keep at hand, which has proven to be a successful strategy for our clients.

The ***Project Overview*** provides a high-level overview of the JLUS process and documents, including context to the compatibility issues identified and the actions developed to address them. This Project Overview will be a concise, easy-to-use reference tool for decision-makers and local leaders and will meet the grant requirements for posting on the OEA website.

4.3 Scope of Work

The following Scope of Work provides an overview of key tasks identified in the Lawton – Fort Sill JLUS Request for Proposals (RFP) and our approach to meeting these requirements. Matrix accepts and understands all of the tasks presented in the RFP.

Detailed information about work products and deliverables is described under each task, with a summary of deliverables identified at the end of each task description. A schedule is included as Figure 4-2 at the end of this section to illustrate the organization of the work plan by month and provide a general overview of the actions necessary to complete the Lawton – Fort Sill JLUS within the required timeframe.

Task 1: Project Initiation

The first step to initiating the JLUS project will be to review and refine the scope of work and schedule with the ASCOG JLUS Project Manager. Additionally, if desired, Matrix will assist the ASCOG in reviewing and recommending members for the Policy Committee and Technical Working Group (see Task 2).

Matrix will work with the ASCOG staff to provide administrative support to the JLUS PC and TWG to accomplish the following program management activities:

- Schedule and facilitate committee and public workshops
- Prepare meeting notices, agendas, summaries, handout materials, maps, presentations and other items to accomplish the study objectives
- Provide quarterly status reports that detail work in progress, work accomplished, and funds expended
- Maintain project performance and schedule

Matrix understands OEA requirements:

We will provide materials like progress reports in a format that can be simply attached in the OEA reporting system, saving your staff time on grant administration.

Sub-Task 1A Committee Kick-off Meeting

With assistance from ASCOG staff, Matrix will conduct a kickoff meeting with the PC and TWG to introduce Matrix to the JLUS participants, provide them with an overview of the project and the process, refine the JLUS Study Area, and identify initial compatibility issues. The detailed project timeline and associated work plan, once approved by the ASCOG, will be presented to the PC and TWG for their review and approval. Any questions on the work plan and schedule will be addressed at the meeting. It is assumed that this meeting will be a joint meeting between the PC and TWG.

Sub-Task 1B Installation Tour

Matrix, working with the ASCOG JLUS Project Manager and Fort Sill, will coordinate an installation tour, including outlying facilities as appropriate, for the PC and potentially the TWG. The tour will provide committee members and Matrix representatives with a more comprehensive understanding of the military missions, challenges, and constraints imposed through incompatible development. It is assumed that this tour will coincide with the Committee kick-off meeting identified in Task 1A or with the data collection efforts in Task 3.

Task 1 Deliverables

- JLUS Policy Committee membership roster and contact information
- Meeting agendas and minutes
- Kick-off meeting
- Installation tour

Task 2: Public Involvement

Our vision for public involvement is a very open and thorough process that allows no single interest to dominate. It ensures that all segments in the JLUS Study Area have access to regular timely information, meaningful and convenient methods of participation, and easy access to draft documents in advance of public workshops. Matrix believes a key aspect for the initial outreach for the JLUS is educational and clearly identifies the purposes of the JLUS effort. This will ensure meaningful feedback as the project moves forward.

Public engagement and involvement will be initiated through the development of a Public Involvement Plan, which will include a methodology based on Matrix's extensive experience and "lessons learned" in engaging the public on multi-jurisdictional collaborations, described in greater detail below. Matrix utilizes multiple methods for outreach in our JLUS projects that are designed to reach all stakeholders involved in or impacted by the JLUS. Different tools are employed based on variables that include, but are not limited to, proximity to the installation and technological capabilities. The methodology will outline which methods are preferred for reaching each type of stakeholder. Matrix believes that it is important to engage the public in the project early on to encourage and strengthen the process and to enable workable, compatible solutions for all stakeholders.

Stakeholder Interviews and Meetings

Matrix's data collection effort will be begun with a week-long Matrix Team effort to complement data provided or collected by request (see Task 3). During this site visit, Matrix will conduct up to twenty (20) individual or small group interviews with community stakeholders (local elected officials, Native American community representatives, regional planning agencies, special district staff, realtors, developers, property owners, and other community members and business leaders) as well as in-depth interviews with Fort Sill leadership and staff.

These interviews have proven to be a vital component in truly understanding the issues and opportunities to be addressed in the JLUS. A key outcome will be information obtained from each interview about any existing or potential compatibility issues that should be discussed in the JLUS.

Public Involvement Plan

In order to be successful and useful, a JLUS must be a community-based study that builds consensus and obtains buy-in from varied interests and the public (stakeholders) throughout the process. Matrix will work with the ASCOG and the PC / TWG to prepare a Public Involvement Plan that maximizes opportunities for stakeholders to be involved in compatibility assessment, to participate in identifying possible solutions, and to comment on and discuss the JLUS process and documents.

The Public Involvement Plan will address our proposed approach for:

- reaching a diverse audience
- soliciting input on the JLUS
- providing project announcements
- providing opportunities to the public for issue identification and development of solutions
- providing opportunities for public comment

The success of our team's approach to engaging and involving stakeholders in all of our planning projects is a result of a multi-faceted effort, including but not limited to media outreach (e.g., press releases, public service announcements on local government television or radio stations, public information flyers, etc.); timely JLUS updates in the form of pamphlets, flyers, and fact sheets; interactive website; and facilitated public workshops. Matrix will maintain a contact list throughout the JLUS process to mail or email project information materials to interested parties.

The Public Involvement Plan will include the identification of key stakeholders, specific schedules, and methods of communication to provide project information to the following groups:

- elected officials
- Native American communities
- JLUS project stakeholders
- general public
- target groups (such as major landowners, neighborhood associations, employers, homebuilders, real estate industry, etc.)
- media

Committees

The JLUS committees will serve an important role in the development and completion of the Lawton – Fort Sill JLUS. Committee members will be responsible for assisting with issue identification, assessment, and strategy development, and members will serve as liaisons to their respective stakeholder group to ensure that stakeholders are engaged and informed throughout the process.

- **Policy Committee**
  The PC is a critical component of the success of the JLUS process, providing insights to the local and regional issues and assisting with refinement of all recommendations to fit local needs and capabilities. The responsibility of the PC will be to help establish the overall direction of the JLUS project, review and approve policy recommendations, review and approve draft and final written reports, and assist with the process to monitor implementation of adopted policies. The PC will be important for developing and maintaining relationships between key stakeholders, interested community members, and Matrix.

- **Technical Working Group**
  The purpose of the TWG is to provide the technical expertise, feedback, and real-world experience to the JLUS team and to serve as communications liaisons to their respective stakeholder groups on the PC.

Matrix will maintain a roster for both committees throughout the process, including organization names, phone numbers, and email addresses of all members.

Committee Meetings

PC / TWG meetings will be held throughout the course of the project on a regular basis based upon project milestones (Figure 4-2). In the interest of saving time and resources, it is assumed that all meetings / workshops on the same topic will be held on the same day or on consecutive days during a given week. For example, our team may meet with the TWG in the morning and the PC in the afternoon, or meet with the TWG the first day and the PC the following day. Meetings may also be conducted consecutively with other project activities such as the stakeholder interviews and public workshops. Matrix recommends a total of five (5) committee meetings during the Lawton – Fort Sill JLUS. The recommended discussion topics for each committee meeting are as follows.

Project Kick-Off (PC / TWG Meeting #1)
As introduced in Task 1A, the project kick-off meeting will be held as a joint meeting of the PC and TWG to review and finalize the project work plan, schedule, and Public Involvement Plan, as well as define the JLUS Study Area boundary and identify issues and areas of concentration for the Lawton – Fort Sill JLUS. The roles and responsibilities of the committee members will also be reviewed.

PC / TWG Meeting #2
The second meeting conducted with the PC and TWG will be held in conjunction with Tasks 4 and 5. This meeting will include a review of potential data gaps and issues identified to date, and will discuss strategy development. Any additional issues or strategies identified during the committee meetings will be incorporated into the working draft document.

PC / TWG Meeting #3
The third meeting will be held to in conjunction with Tasks 6 and 8. This meeting will be to garner input from the PC and TWG on potential strategies. During these meetings, PC and TWG members will split into smaller groups to discuss the proposed solutions.

PC / TWG Meeting #4
The fourth meeting will be held to present the Draft JLUS Report and Implementation Plan in conjunction with Tasks 7 and 8. Matrix will develop the Draft JLUS based on committee comments and revisions, provide information regarding the public comment period, and solicit input from the PC and TWG members.

PC / TWG Meeting #5
The fifth meeting will be held to present the Final JLUS Report in conjunction with Sub-Task 7E. Matrix will prepare the Final JLUS to include all comments and revisions as outlined in Task 7 and as deemed appropriate by the PC.

Public Workshops
As outlined in the RFP, three (3) public workshops will be conducted during the course of the project. The meetings will be held at strategic locations in the JLUS Study Area as determined by the ASCOG in coordination with the PC and TWG. In the interest of efficiency, we will schedule PC / TWG meetings and public workshops on consecutive days during the same week. The recommended discussion topics for each public workshop are as follows:

Workshop #1. Project Initiation.
In the first public workshop, we will explain the purpose and function of the JLUS and the nature of military operations at Fort Sill, introduce project participants, share the JLUS approach, and discuss the goals of the JLUS. This workshop will begin with a presentation to the public followed by an interactive working session where attendees will be invited and encouraged to share their input on potential JLUS issues. Attendees will be able to provide input through interactive audience response systems that allow for immediate response viewing and tracking, and they may engage in small group discussions with the JLUS team.

Workshop #2. Interim Findings and Draft Recommendations.
The second public workshop will be held in conjunction with Tasks 5 and 6. The purpose of this workshop will be to present the compatibility issues and draft recommendations. The workshop will involve a formal presentation and an interactive exercise to solicit input on the resolution of issue impacts and conflicts for the Lawton – Fort Sill JLUS. Matrix will also facilitate discussion of ideas about how best to resolve community conflicts in small groups of public attendees, and will give examples of draft recommendations to address them.

Workshop #3. Final Recommendations.
Matrix will hold the third public workshop in conjunction with Tasks 7 and 8 to present the Public Draft JLUS and recommendations to attendees. The public and interested stakeholders in attendance will be encouraged to provide feedback either during the meeting via comment cards, submission of comments through the project website, or by email to the ASCOG JLUS Project Manager. Public comments received will be catalogued and included into the Final JLUS as appropriate.

JLUS Project Website

Matrix develops and maintains a dedicated project website for all of our JLUS projects. Our in-house graphics and website development experts are skilled in creating a branded website that is easy to access and provides project information and updates as well as opportunities for public input throughout the process.

All relevant materials will be made available on the project website. This will include, but not be limited to, informational brochures, maps, relevant documents, JLUS documents (draft and final), and a list of PC and TWG members, as well as an email link for the public's use in providing comments to the ASCOG. Meeting announcements and project updates will be posted to the website on a regular basis.

JLUS Informational Brochures

Matrix will prepare three (3) informational brochures to be distributed to the committees and the public during the JLUS process. These informational brochures will also be made available through the project website and at committee meetings and public workshops.

- **JLUS Overview.** The first brochure will describe the purpose and objectives of the JLUS program and available methods to provide input into the process. This brochure will also provide an overview of the standard compatibility factors (such as land use, noise, energy development, etc.) that could occur in the JLUS Study Area. While not all of the factors listed will apply to the Lawton – Fort Sill JLUS, this look at potential compatibility factors ensures that the JLUS is comprehensive in its approach. This brochure can be used to brief interview participants and the general public.

- **JLUS Strategy Toolbox.** This brochure provides an overview of the strategy types that could be considered when addressing compatibility issues. This brochure is typically helpful for informing the PC / TWG and the public about possible approaches to issues.

- **Project Overview (JLUS Executive Summary).** The final brochure will be prepared to provide a summary of the Lawton – Fort Sill JLUS. It can be used to provide public information on the plan as a handout at meetings or to the media in support of the JLUS. This brochure will be provided with the Final JLUS. Matrix has received considerable positive feedback for its Executive Summaries in brochure format because of their graphics-intensive and colorful layouts and the use of easy-to-understand summaries of the report's key elements and recommendations.

Media Outreach

Keeping the media informed is an important means to achieving an informed public and good attendance at public workshops. Outreach to the media combined with outreach to the public will help communicate and enhance the positive aspects of the project, increasing public awareness and buy-in.

The media should be used to convey project information strategically, so it is beneficial to establish good relations with them early in the process to build trust and credibility. Taking a proactive outreach approach to the media, keeping them informed of the project status, and having a designated project point of contact will help achieve this credibility. Matrix will work with the ASCOG JLUS Project Manager and the PC to reach out to appropriate media contacts.

Coordination with Policy Makers

Matrix will help the ASCOG build relationships and reach out to local, state, and federal officials representing participants that will ultimately be responsible for implementing the Lawton – Fort Sill JLUS recommendations. It is assumed that each participating entity will have a representative on the PC and / or TWG who will be responsible for reporting meeting summaries and decisions to their respective groups. As described in the RFP as part of Task 9, when the Lawton – Fort Sill JLUS and Implementation Plan are prepared, Matrix will present them to the appropriate jurisdictions and agencies as directed by the ASCOG to get their input and buy-in before the project is finalized. Due to the number of stakeholders listed in the RFP, it could be cost prohibitive to present to every stakeholder organization individually.

Task 2 Deliverables

- Public Involvement Plan
- Press releases
- Three (3) public workshops
- Documentation of public workshops, including lists of participants, event summaries, and record of public input and feedback received
- Documentation of other public involvement activities
- Project website
- Five (5) PC and TWG meetings

Task 3: Existing and Historical Conditions Analysis and Mapping

The objective of this task is obtaining information and identifying planning and compatibility issues that will be addressed in the JLUS. Matrix will collect data over a one-week on-site visit (referred to as a "Tiger Team") to complement the data Matrix gathers online or that is provided by request from a JLUS Partner. Matrix will work with the ACSOG to set up meetings and interviews with up to twenty (20) JLUS participants and stakeholders during a week-long data gathering site visit. Matrix will also meet with Fort Sill leadership and personnel and conduct a base tour during this site visit to gain insight into the operations and missions, and potential associated compatibility issues. Matrix has found Tiger Team site visits to be an effective method of not only gaining valuable information, but also getting JLUS participants and stakeholders informed and involved in the process early on.

Prior to the Tiger Team site visit, Matrix will develop a request for information (RFI) package for Fort Sill and each jurisdiction, agency, and other identified stakeholder. The RFI package will provide a list of data that is typically collected in support of all JLUS projects. Matrix will take the first effort to collect available data online or otherwise accessible, and the RFI will show what we were able to find. The RFI will then be provided to the JLUS Partners for their assistance providing any additional information we could not collect ourselves. Our desire is to collect relevant documents and data for review prior to conducting on-site meetings and interviews.

As a start, Matrix will collect and review the information included in the following documents, as identified in the RFP, as well as other source documents relevant to this study:

- National Security Strategy (NSS)
- National Military Strategy (NMS)
- Quadrennial Defense Review (QDR)
- Army Operating Concept (AOC)
- Army Stationing and Installation Master Plan
- Fort Sill Master Plan
- Fort Sill Installation Operational Noise Management Plan (ONMP)
- Fort Sill Integrated Natural Resources Management Plan (INRMP)
- Air Quality Reports
- Municipal strategic and comprehensive plans, zoning, and County comprehensive plans

Sub-Task 3A Existing Data Collection

Once the data is collected, Matrix will compile it and review it for applicability to the Lawton – Fort Sill JLUS. An entire chapter of the JLUS will be dedicated to a discussion of relevant plans, programs, and documents that play a role in compatibility planning around Fort Sill. As called out in the RFP, Matrix will do the following, at a minimum:

- Identify, review, and summarize land use policies and plans being implemented by local governments within the JLUS Study Area boundary
- Identify, review, and summarize current ordinances, land development codes and policies, military regulations, federal and Oklahoma state laws and regulations including the process for review and approval of alternative energy projects and transmission lines that address potential land use conflicts between JLUS Study Area land uses and Fort Sill operations and uses; and other regulations that control or reduce potential conflicts between land uses and installation operations
- Review current coordination mechanisms between the communities and Fort Sill
- Estimate resident population and demographic profiles within the JLUS Study Area with civilian and military break down
- Utilize 2010 Census tract information or block group level information, and any projections developed by the counties, cities, State of Oklahoma or the U.S. Census Bureau
- Research commute patterns and traffic patterns for Fort Sill and other facilities in the area
- Identify existing and proposed infrastructure or community facility improvements proposed within the JLUS Study Area
- Identify and map any on-post improvements that would potentially alter or increase off-post impacts, or other foreseeable future projects
- Identify and map any off-post impacts that are a result of Fort Sill training or deployment operations occurring at the Lawton-Fort Sill Regional Airport
- Identify other data needs as necessary or as directed by the ASCOG or JLUS Policy Committee
- Identify policies and regulations that govern the siting of alternative energy projects

Sub-Task 3B GIS Mapping

Matrix will coordinate with local jurisdictions, organizations, and Fort Sill to collect all relevant GIS data needed to characterize the existing conditions within the JLUS Study Area and complete the JLUS compatibility analysis. It is assumed that the JLUS Partners will be responsible for providing all available parcel-specific mapping data. When parcel specific, digitized mapping data are not available, Matrix will prepare generalized maps of the features identified to the extent practicable. It is assumed that the state, county, local jurisdictions, and Fort Sill will provide necessary GIS information at no cost for use on this project. Matrix will also acquire existing GIS data layers from federal, state, or local agencies as determined necessary to support the objectives of the JLUS.

Matrix will generate draft base maps to establish desired scale and layout for presentation-sized maps (posters) and report-sized maps to highlight areas of concern and other pertinent information. Once approved, these base maps and templates will be used for all posters and report graphics.

Mapping that will be completed by Matrix in support of the JLUS will be used to provide 1) background needed for everyone to have an equal understanding of existing conditions, trends, and military operations; and 2) compatibility analysis.

Maps will include existing and future land use, zoning, population and demography, natural resources, wind potential, development activity, and so forth. These maps will also include military operational "footprints," that is, the areas that are affected by military operations in some way. These can include noise zone maps, accident potential zone (APZ) maps, explosive safety quantity distance maps, vertical obstruction maps, flight corridors, and so forth. Examples of maps that will be created and analyzed using provided data will include:

- Base maps to clearly identify the boundaries of the JLUS Study Area and establish desired scale and layout for the presentation and report-sized maps. This includes mapping of the military operations footprint on and off the installation
- Parcel-specific GIS-based coverage for noise contours, clear zones, and APZ
- Parcel-specific existing land use maps for the JLUS Study Area
- Currently adopted parcel-specific zoning district maps for the JLUS Study Area using data obtained from local governments
- Current and historical aerial photography to analyze development patterns and pressures in the region, and the State of Oklahoma
- Building permit data and subdivision approval data from local governments
- Current and proposed utility infrastructure and transportation systems
- Current environmental features and constraints in the JLUS Study Area using data collected from the State of Oklahoma and local sources, including stream buffers and existing buffer areas surrounding Fort Sill
- Current and historic population maps that depict population growth in the area using U.S. Census data and other projections available from the State of Oklahoma
- Potential compatible sites for future wind or solar projects outside the installation perimeter
- Mapping of critical habitat areas
- Mapping of regulatory height limits established throughout the project area
- Other mapping as required to complete this task

Task 3 Deliverables

- Stakeholder interviews (Tiger Team)
- Maps showing analysis of existing and future land use, zoning, population, noise contours, historical development patterns, and environmental constraints.
- Hard copy maps where necessary and appropriate, showing GIS coverage
- Draft report detailing the review of the existing regulatory schema and other pertinent data as well as a meaningful analysis of all data gathered

Task 4: Identification and Analysis of Land Use and Facilities Conflicts

Compatibility, in relationship to military readiness, can be defined as the balance or compromise between community needs and interests and military needs and interests. The goal of compatibility planning is to promote an environment where both entities can coexist successfully.

Sub-Task 4A Identify Existing Land Uses within Current Noise Contours and APZs

Matrix will use the information obtained during Tasks 2 and 3 to classify existing land uses within and surrounding Fort Sill in terms of compatibility with military operations. In order to identify locations of potential incompatibility, we will develop maps showing the noise contours and APZs laid over existing land use and zoning to assist with the identification of incompatible lands. We will review local planning documents (comprehensive plans, zoning ordinances) to identify any land uses that are allowed in the noise contours and APZs that are incompatible. This analysis will be conducted based on future land use plans, current zoning, and potential changes to Fort Sill's mission and operations.

To determine how these issues are being addressed, Matrix will identify existing land use control measures that could address present or future impacts on the JLUS Study Area from present or foreseeable Fort Sill activities. Zoning ordinances, subdivision regulations, building code regulations, and other land development policies and controls will be evaluated to determine their ability to reduce future conflicts.

Sub-Task 4B Evaluate Master Plans Impacting Fort Sill

Matrix will evaluate potential expansion and growth scenarios that are anticipated at Fort Sill in terms of mission, operations, training, infrastructure and land uses on surrounding communities. Potential impacts associated with the long-range plans of communities adjacent to Fort Sill will be examined in terms of their potential impact on operations at Fort Sill. Matrix will use the data collected in Tasks 2 and 3, including Fort Sill's standard operating procedures, to determine potential impacts on surrounding communities. Potential conflicts, including community growth, traffic and roadway impacts, air quality, noise, light and glare, and other types of nuisance, will be reviewed with both the TWG and PC. Additionally, Matrix will assess any previous attempts made by Fort Sill to mitigate those impacts as well as Fort Sill's current communication techniques and community outreach efforts.

Task 4 Deliverables

- Draft report of findings and analysis including identification of existing and future land uses as well as existing and potential conflicts within Noise Management Plan areas to include existing land use compatibility maps
- Written description of Fort Sill, Installation Command (IMCOM), and Assistant Chief of Staff Installation Management (ACSIM) plans, growth objectives and operating procedures, and current impacts on surrounding areas
- Written description of community plans, growth objectives, and the development review process

Task 5: Future Community Development Potential and Assessment of Future Land Use Conflicts

Sub-Task 5A Future Development Potential Analysis

In order to determine potential growth scenarios and their impact on both military and civilian uses and activities, Matrix will review all available information pertaining to future growth including population projections, planned or potential development, planned or potential infrastructure expansions, and constraints in the JLUS Study Area. Future potential development projections will be based on existing comprehensive land use plans and ordinances; environmental or infrastructure constraints; and interviews with economic development officials, realtors, land developers, property owners, and other pertinent data. Preferred land use alternatives will be discussed by the ASCOG and Policy Committee

Matrix will review all current comprehensive plans, zoning ordinances, and other land use and policy plans for the municipalities, Native American communities, and resource agencies around Fort Sill to identify existing and potential future land uses within the Fort Sill mission footprint areas (including noise contours and safety areas). Matrix will also review any proposed land uses in these areas to determine compatibility. After the review, potential growth concerns will be reviewed with the TWG, after which Matrix will propose updates to existing plans and zoning ordinances to optimize future compatibility.

Sub-Task 5B Future Land Use Impact Assessment

As the first step in preparing land use compatibility assessments and maps, Matrix will identify future land use alternatives and identify the potential advantages and disadvantages of each. The alternatives will be based upon existing and historical conditions, land use and transportation, noise impacts, and future development potential of the JLUS Study Area. In addition, Matrix will prepare Land Use Compatibility Maps consisting of known hazard areas such as clear zones and APZs and noise contours that are reflective of existing and future land use conflicts.

Task 5 Deliverables

- Future land use compatibility maps delineating areas that would be incompatible if developed with certain land uses
- Assessment of vacant land within the Study Area for development potential, with lands determined to be undevelopable due to infrastructure and environmental constraints identified based on existing land use data from secondary sources
- Draft report sections including land use analysis and conflict assessment

Task 6: Land Use Policy and Regulation Recommendations

Sub-Task 6A Existing Regulations / Policies

At the beginning of the project, Matrix will work with the ASCOG to collect pertinent data from JLUS Partners, including Comanche County, Jackson County, Kiowa County, Caddo County, the City of Lawton, the City of Elgin, the Town of Fletcher, the Town of Sterling, the Town of Medicine Park, the City of Cache, the City of Geronimo, and the Town of Indiahoma. Data collected from local jurisdictions and federal and state agencies pertaining to existing land use ordinances and regulations during Tasks 3 and 4 will be used to provide recommendations and potential changes to future land use plans and applicable development regulations. Existing coordination efforts between local governments and Fort Sill during land development will be identified and analyzed.

Sub-Task 6B New Regulations / Policies

Based on compatibility issues identified, Matrix will work closely with the ASCOG to identify potential measures that encourage compatible land uses within the JLUS Study Area. Recommendations will be developed for both military and civilian partners. JLUS strategies may include noise attenuation standards, airspace height standards, land exchanges, land acquisition, development incentive programs, conservation easements, lighting regulations, active buffer areas (open space such as trails and public utilities), a transferable development rights (TDR) program, performance standards, special overlay zones, identification of agricultural lands appropriate for preservation, and special procedures for reviewing developments with potential substantial impact within the JLUS Study Area. The recommendations will be developed as part of an Implementation Plan package that will include implementation steps, a process map, and a matrix of responsible parties for each recommendation (see Task 8).

Model Ordinances

As part of this task, Matrix will provide sample ordinance language that has been successfully applied by other communities across the country as part of their JLUS programs.

Regional Alternative Energy Development Process

Matrix will review current procedures and policies that enable inter-agency coordination with Fort Sill and the surrounding cities, counties, towns, Native American communities, and other entities. A process to facilitate the early submission of renewable energy project proposals to the Department of Defense Siting Clearinghouse for military mission compatibility review will be developed using the guidance provided by the Clearinghouse's requirements and standards published in Title 32, Code of Federal Regulations, and Part 211.

Matrix will work with Fort Sill and its surrounding communities to suggest an approach for use by affected jurisdictions, Fort Sill, and other stakeholders that will ensure the coordination of the desired alternative energy development opportunities within the region.

Task 6 Deliverables

- Draft JLUS Report sections on Existing Compatibility Tools, Compatibility Assessment, and Implementation Plan, including a summary of recommendations and implementation strategies tailored for each JLUS Partner
- Proposed amendments to regulations and development codes and relevant planning documents, if necessary
- Recommendations to reduce adverse impacts on surrounding properties tailored for Fort Sill's present and foreseeable missions and operations without compromising the mission or continued viability
- Recommendations for public-public and public-private initiatives tailored for each participating city and county, including recommended policy statements, ordinances, local government land use controls, noise, and other pertinent measures

Task 7: Draft and Final JLUS Report

Sub-Task 7A Draft Report Presented to the JLUS Sponsor

Matrix will prepare a comprehensive Draft JLUS report built upon the previous tasks, including all deliverables identified as part of Tasks 1 through 6. The Draft JLUS will be a result of the iterative and thorough planning and public involvement process recommended throughout this scope of work. An Implementation Plan (see Task 8) will be included as part of the Draft JLUS report and will recommend actions for federal, state, local, and non-governmental entities. The Implementation Plan will identify appropriate responsible parties, timelines, estimated costs, and appropriate financial mechanisms.

Matrix will develop a monitoring plan and organizational structure that will promote JLUS participation from partner agencies and measure plan effectiveness. The Draft JLUS will be prepared in three phases: a work-in-progress draft, a committee draft, and a public draft. Matrix will submit the work-in-progress draft JLUS to the ASCOG and Fort Sill for review and comment and incorporate all edits and revisions arising from the review to submit the work-in-progress draft to the TWG for their review and comment. Comments from the TWG will be assessed, the document will be revised, and Matrix will prepare a committee draft JLUS report to submit to the PC for review and comment, tracking all committee comments in a comment tracker and revising the draft JLUS accordingly. Once revised, a public draft JLUS will be made available on the project website for public review and comment.

Sub-Task 7B Recommendations to Policy Committee

After satisfactory review and edit by the ASCOG, Fort Sill, and TWG, the committee draft JLUS will be submitted to the PC for review and comment, as identified in Sub-Task 7a above. Comments from the PC will be recorded and addressed appropriately to prepare a public draft JLUS.

Sub-Task 7C Final Draft Report Distributed

The public draft review and comment period will last a minimum of 30 days. All input from the public will be recorded and assessed for inclusion into a final draft JLUS. The final draft and proposed responses to public draft comments will be presented to the PC for review and approval. Any final comments from the PC will be incorporated into the JLUS. After input has been received from the PC and addressed appropriately, a final draft report will be submitted to the JLUS Partners for final review and comment.

Sub-Task 7D Revisions to Final Draft Report

Upon conclusion of the entities' review of the final draft, as outlined in Sub-Task 7c, the comments will be consolidated into a single comment tracker from which Matrix's responses and the actions taken to address them will be reviewed. The comment tracker will be distributed to the TWG, Fort Sill, and the PC to determine incorporation of comments into the final JLUS, as necessary.

Sub-Task 7E Presentation of Final Report to Policy Committee

Matrix will prepare a final JLUS after incorporating all of the comments received during Sub-Tasks 7a through 7e. The final JLUS will be presented to the PC at a regularly scheduled meeting.

Sub-Task 7F Final Report Released to Public

Prior to plan adoption by the PC, the final JLUS will be released to the public for final review. The public draft report will be made available at local government offices, Fort Sill offices, and on the JLUS project website. If requested, Matrix will present the final JLUS report to each participating elected legislative body.

Sub-Task 7G Adoption of Final Plan

Following public review, and after public comments are collected, recorded, and addressed as appropriate, a final report will be produced and distributed to Fort Sill, OEA, and all participating local governments. The final report will be adopted by the PC and forwarded to participating local jurisdictions to be considered for formal adoption.

Sub-Task 7H Final Report Made Available

The final Lawton – Fort Sill JLUS documents will be made available on the JLUS project website. The final report will be distributed to all PC members in hard copy and electronically on CD.

Task 7 Deliverables

- All draft report sections
- Log of all comments received from the sponsor, technical working groups, Policy Committee, and the public, and a record of how comments were addressed
- Resolution of adoption for Policy Committee and legislative bodies of participating jurisdictions
- Twenty (20) bound hard copies, and twenty (20) digital copies on CD of the Final JLUS Report
- A four-page JLUS Overview for public distribution
- Draft and final reports on project website

Task 8: Implementation Plan and Action Steps

Develop a Comprehensive Implementation Plan

The development of the Implementation Plan will occur concurrently with the development of the JLUS and the Implementation Plan will be included as part of the JLUS Report. Matrix understands that in order to be an effective tool, the Lawton – Fort Sill JLUS strategies must be implementable. Matrix will recommend strategies and identify parties to be responsible for each strategy included in the JLUS. Specific implementation strategies will be tailored for municipal and county governments and other JLUS Partners, keeping in mind each participating entity's ability to implement the recommendations.

JLUS recommendations, which may include processes, policies, regulations, ordinances, or agreements and suggested changes to existing plans and policies, will be identified in a specific, outlined recommendation strategy toolbox organized by implementing entity. The outline will be organized into several categories, including the issue requiring resolution, the timeframe in which the recommendation should be accomplished, and the primary and partner agencies responsible for carrying out the recommendation. This approach is designed to enable a clear understanding of the primary responsible party leading the implementation of the recommendation and identifying potential partner resource agencies.

Strategies and procedures for cooperative monitoring of the implementation will be discussed and included and action steps for implementing the plan will be outlined. These steps may include continuing the PC and TWG, developing public outreach and public relations actions, or other specific project-related tasks.

Develop a Multi-Audience Implementation Communications Strategy

As part of the Implementation Plan, Matrix will identify methods that ensure that dialogue continues among Fort Sill, participating JLUS jurisdictions, local stakeholders, and the public, building upon our established understanding of communication and coordination procedures.

Matrix will suggest an approach for use by these partners that will ensure that the public is kept informed of implementation actions being taken by Fort Sill and the surrounding communities to improve and sustain compatibility within the region.

Task 8 Deliverables

- Implementation Plan and action steps
- A plan for a continued dialogue among Fort Sill and project partners
- Public relations pieces related to JLUS recommendations and implementation

Task 9: Presentation of Report and Implementation Plan to Participating Jurisdictions

Matrix will present report findings and implementation strategy recommendations to the ASCOG and other participating JLUS jurisdictions and organizations as directed. Due to the number of stakeholders listed in the RFP, it could be cost prohibitive to present to every stakeholder organization individually. In order to present to the JLUS Partners in a cost-effective manner, a week could be identified in which Matrix project management staff could be available to present to interested JLUS Partner jurisdictions / organizations through individual meetings. As an alternative, Matrix this could be done as a group meeting, or during a Policy Committee meeting. In similar circumstances, we have had jurisdictions agree to joint meetings, where the information

could be provided to multiple jurisdictions / organizations at the same time. This can be discussed with the ASCOG for final determination.

Task 9 Deliverables

- Presentation of draft and final report to ASCOG and select jurisdictions / organizations as directed

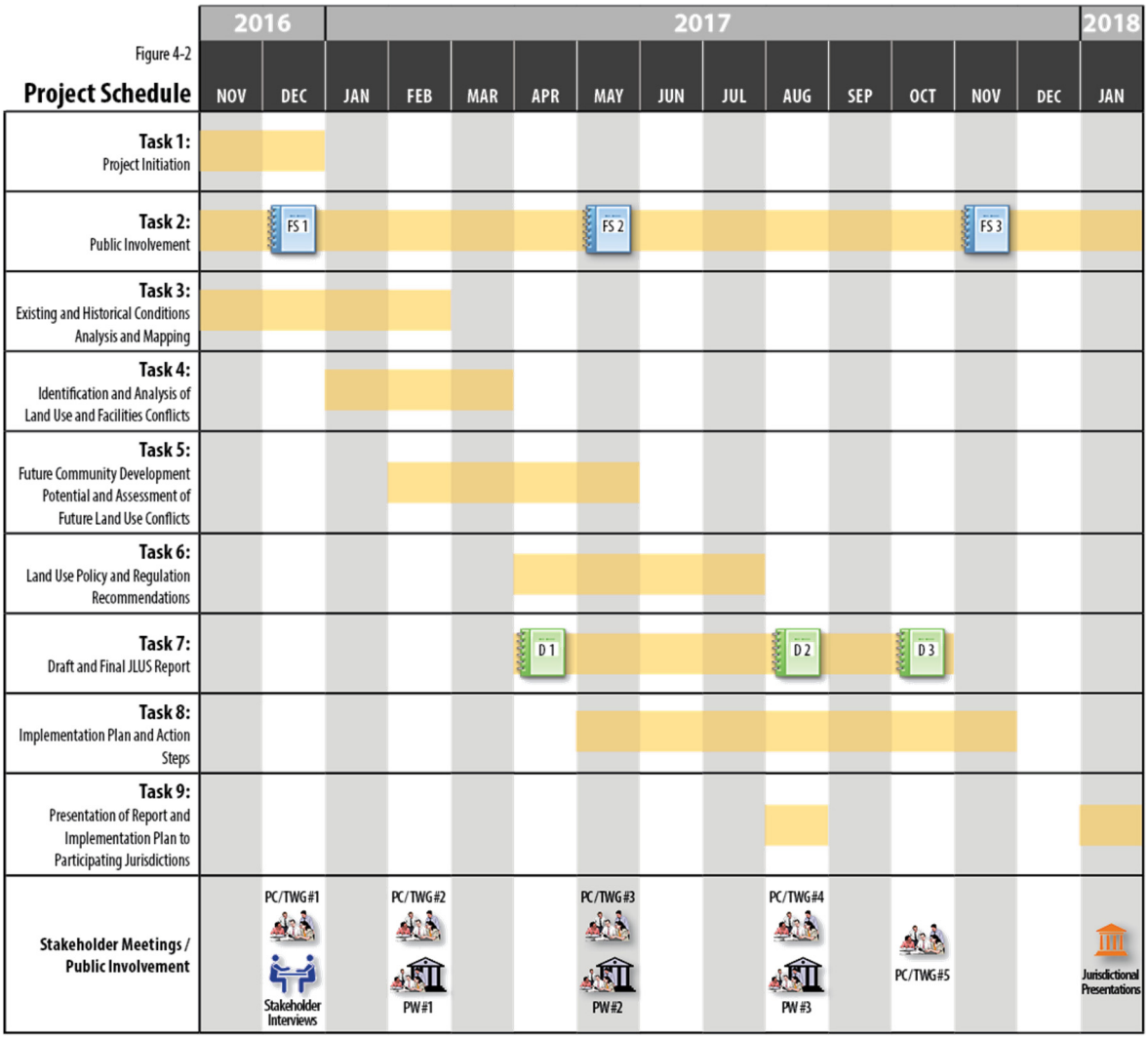
4.4 Schedule

As requested in the RFP, Matrix will complete the Lawton – Fort Sill JLUS by January 31, 2018. Matrix has prepared a project schedule based on the ASCOG's timeline identified in the RFP. Figure 4-2 provides the duration required to complete each task defined in Section 4.3, Scope of Work, as well as the timeframe for key meetings and deliverables.

The schedule presented on Figure 4-2 will be discussed with the ASCOG and committee members during Task 1 of the Scope of Work. From this input, Matrix will make any refinements needed to reflect local needs and develop a final schedule to guide project completion.

Figure 4-2

Project Schedule



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Concluding Remarks 5.

Concluding Remarks

5

Why Choose Matrix?

Committed to Making a Difference

Our staff of experienced planners, engineers, and resource specialists is committed to making a difference and providing personalized service that brings the right expertise and experience to fit the task. At Matrix, we know that planning goes beyond the preparation of basic policies and maps – it is about listening to a client's needs, providing a range of innovative alternatives, and creating workable and feasible solutions specifically tailored to each client's unique situation. We always value our clients' input and respect their needs.

Compatibility Planning Experience

Our staff has a long history in compatibility planning. This experience, which is described in more detail in Section 2, includes the following:

- *Joint Land Use Studies (JLUS)*. Matrix has developed more than 45 JLUSs for state and local governments across the United States. Our experience includes work associated with Army, National Guard, Air Force, Navy, and Marine Corps installations and ranges.

- *JLUS Implementation*. Matrix has conducted nine JLUS Implementation Programs across the US. These follow-on projects were designed to provide staff assistance in the preparation of the actual comprehensive plans and amendments, zoning ordinances, building codes, and other regulatory document revisions identified in the JLUS process in a ready-to-adopt package. The JLUS Implementation Programs that Matrix has done have been for JLUSs that Matrix has completed as well as for JLUSs that other firms have completed.

- *JLUS Updates*. Three of the JLUS projects that Matrix has conducted or is currently working on are updates to previous JLUSs that have already been completed. Matrix worked on follow-on JLUS updates at Ellsworth AFB, Keesler AFB, and Travis AFB, which assessed success of the previous JLUS implementation and addressed new issues that have arisen at the bases since the previous JLUS due to changes in mission profiles or force structures.

- *Statewide Compatibility Planning.* Matrix has conducted compatibility studies at the statewide level in North Carolina and Virginia. These projects have been similar to a JLUS, but on a much broader scale, having addressed compatibility at the state level instead of at an individual military installation. The outcomes of these studies have been proposals for statewide legislation to address military compatibility (e.g., state legislation on the placement of wind turbines in relation to military operations), identification of key statewide military operation corridors, and improved communications and coordination at the state level.

The Matrix Management Team proposed for the Lawton – Fort Sill JLUS has worked on every one of the 45 JLUS and 10 JLUS Implementation projects conducted by Matrix. This is not just corporate experience, this is personal experience.

- *Renewable Energy Compatibility*. Matrix has conducted a wide range of compatibility assessments for wind, solar and tidal energy potential as they relate to vertical obstructions, radar and communications system

interference, pilot visibility, and other military impacts. We have also worked in several states, including California, Montana, and North Carolina, to develop red / yellow / green maps to identify areas where wind energy development is incompatible, conditionally compatible, and fully compatible with military mission operations. In preparing our assessments, our experience is drawn from working with the military, federal regulatory agencies, and local jurisdictions. While we have worked with energy developers and utilities to collect information, we have never worked for these entities. We feel this gives us an unbiased look at the potential issues associated with alternative energy development and transmission.

- *Encroachment Action Plans (EAP)*. Matrix has worked with Naval Air Weapons Station China Lake and the Naval Observatory Flagstaff Station on the development of EAPs which are designed to identify and assess compatibility challenges, determine the nature of these challenges on mission capabilities, identify regulatory and community frameworks that address or exacerbate compatibility challenges, and present implementation strategies to mitigate and prevent land use compatibility impacts.

- *Statewide Compatibility Handbooks*. Matrix conducted statewide military compatibility handbook guides in California, North Carolina, and Virginia. These projects provided our team members with the opportunity to work closely with the military, the Office of Economic Adjustment (OEA), local communities, Native American tribal governments, agencies, environmental organizations, and land owners and developers to define and address encroachment and compatibility. Designed to guide local and military planners with their treatment of compatibility issues, these handbooks have been widely touted by OEA as guides to be used in other states to direct their compatibility planning activities.

- *Air Installation Compatible Use Zone (AICUZ) Studies*. Our team has extensive experience in preparing AICUZ studies for Air Force and Navy facilities across the United States. While these studies focus on only a few of the potential compatibility issues, these projects provide valuable insight into interactions between military installations and local communities and the treatment of noise and safety issues.

- *Base Realignment and Closure (BRAC) Reuse Plans*. Matrix is nationally known as a leader in BRAC planning and engineering studies. We understand the types of issues that close military installations and the economic impacts associated with these closures. We have successfully developed integrated solutions for communities that have faced these issues.

Oklahoma and Regional Experience

Matrix completed the Sheppard AFB JLUS in May 2014. This JLUS was conducted in cooperation with the City of Wichita Falls as the primary sponsor in collaboration with Wichita County, Tillman County in Oklahoma, and several cities within the two counties, including Frederick, OK. Sheppard AFB provides critical technical and flight training education courses for the US Air Force and hosts one of the busiest airfields in the Air Force. It shares its runway facilities with the local Wichita Falls Regional Airport and utilizes the runway at Frederick

Regional Airport in Frederick, OK for training operations. It also provides important economic, social, and security contributions to local communities. This experience provided Matrix with knowledge of Oklahoma laws and planning tools that can be used to assist with compatibility planning.

Public Participation Expertise

Our planners are all trained facilitators who routinely conduct committee meetings and public workshops and hearings as part of the development of community and military plans and JLUSs. We have the experience and knowledge necessary to translate technical information about military training and activities into easy to understand terms and to provide assessment tools tailored for the general public. Our team leaders have facilitated successful discussions that not only produced consensus-based solutions, but also established lasting and enhanced communication, coordination, and cooperation.

Public workshop for Fort Harrison and Limestone Hills Training Area JLUS in Montana

Military Planning Experience

When looking to develop a JLUS that can be successfully implemented, a comprehensive understanding of the operations, requirements, and regulations of the military mission is vital. Our team members offer extensive experience in working with all branches of the U.S. Armed Forces.

er of our JLUS Management Team has over 30 years of experience working with the military the uniformed services. This experience includes projects such as the development AICUZ st croachment Action Plans, Army Compatible Use Buffers, master development plans, and re ment plans.

our Deputy Project Manager, brings unique experience and understanding to this role. Mike is a olonel with past experience as an Air Force Base Civil Engineer, HQ Air Force Programmer, Air M ommand Chief of Operations, Air Combat Command Assistant Command Engineer and former Air l Operations Command Engineer.

Community Planning Experience.

Matrix brings extensive experience in the development of comprehensive plans for cities and counties around the United States. From rural counties to large metropolitan areas, our planners have worked on the planning blueprints used for growth management, as well as land use and resource decisions made at local and regional levels. Our planners have the unique experience of integrating military compatibility into local comprehensive plans. For example, Matrix developed two of the first Military Elements in California as part of the City of Oxnard General Plan (Naval Base Ventura County) and the City of Ridgecrest General Plan (Naval Air Weapons Station China Lake). These elements provide a comprehensive examination of the symbiotic relationship between a military installation and its nearby communities.

Experience with Associations of Governments

We are accustomed to working on projects with wide-ranging and diverse stakeholders, and we work to facilitate and support the needs and goals of each. We have unique experience working on projects like this that affect each stakeholder differently, and working with all of them together, resolve the needs of each. We have assisted communities of all sizes and characters in their planning efforts, from small rural towns to booming urban cities and everything in between. We bring new and innovative approaches to match the unique needs of each client and project we serve.

GIS Expertise

Geographic information system (GIS) tools are a vital part of the Matrix planning toolbox, and are used in every one of our planning projects. Our experience includes collection and integration of GIS resources from dozens of sources to create an integrated spatial database for analysis.

But beyond understanding the technology, Matrix brings expertise in the application of this tool to compatibility assessments. We are experts in the development of information and tools that allow planners to use GIS to make better informed decisions in the future concerning compatibility.

Matrix has been recognized for our outstanding application of GIS technologies to planning processes by ESRI as part of their international awards program.

- The **City of Oxnard General Map Atlas** was recognized by ESRI as an outstanding application of GIS to the field of planning.

We Know OEA Expectations

Matrix has conducted more than 50 projects under contracts funded by OEA grants. For each of these projects, we have had the pleasure of working closely with OEA staff to produce high quality JLUS and JLUS Implementation documents and other publications, such as the California Advisory Handbook for Community and Military Compatibility Planning. Our team understands the contractual processes and obligations associated with OEA funded projects and are adept at fulfilling these requirements.

Proven Track Record

Feedback from our staff and clients confirms that the members of the Matrix Team consistently provide quality work with a focus on client satisfaction, which we consider the ultimate measure of success. Our performance is reflected in the commendations, performance evaluations, and testimonials we have received. The following are quotes from past clients regarding our performance on similar projects.

One measure of our success in developing outstanding JLUS products is illustrated by the adoption and successful implementation of the solutions and recommendations contained in the JLUSs we create with our local partners.

Joe Briggs, *County Commissioner, Cascade County, MT*

"It has been my pleasure to work with the Matrix Team for almost two years. During this time, I have come to view them as an extension of my own staff team. They are extremely professional, always responsive to our questions and concerns, highly flexible and very creative."

Concluding Remarks

***Danial Whipp**, Chesapeake Science and Security Corridor, Harford County, MD*

"We received the [Aberdeen Proving Ground JLUS] books / CDs yesterday, and everything looks amazing. I cannot thank you enough for the quality of work and effort you put into this project."

***Joseph M. Skaja, Jr.,** Colonel, US Air Force*

"The professional approach and product led to our project winning the Outstanding Federal Project Award-American Planning Association, their highest award. The Team shows the kind of initiative that is necessary to be successful over the length of our project."

***Bob Payne,** Planning Director, City of Corpus Christi, TX*

"From day one the Matrix Team lived up to their reputation by providing local staff assistance 24/7 and exceptional planning skills from plan development to final document production."

***Glenn Jones,** Naval Air Station Kingsville, TX*

"The passing of any type of county zoning ordinance within the State of Texas at a legislative level to most would be unthinkable and is truly a landmark moment that I was proud to witness. None of this would have been possible without your perseverance, professionalism and dedication to NAS Kingsville and the commitment to the preservation of its mission. Thank you for all your herculean effort resulting in this notable achievement."

Our successes on past JLUS projects can be credited in large part to our ability to be flexible throughout the process, bringing lessons learned and best practices to each project, and working with our clients as partners to resolve their unique situations.

Approximately 80% of the Matrix Planning Group's total business is devoted to services similar to those required for successful completion of the Lawton – Fort Sill Joint Land Use Study.

Award-Winning Experience

Matrix has received multiple national awards from the Federal Planning Division of the American Planning Association (APA) for our work in compatibility planning. Notable is that two of these awards were given in recognition of superior work in collaboration. Matrix's awards from APA are:

- 2015 APA California, Central Coast Section, Best Practices Award for **Naval Base Ventura County JLUS**.
- 2013 APA Federal Planning Division, Outstanding Collaborative Planning Program Award for the **NAS Corpus Christi JLUS**.
- 2012 APA Federal Planning Division, Outstanding Collaborative Planning Program Award for the implementation program designed for the **Eglin AFB JLUS**.
- 2010 APA Federal Planning Division, Outstanding Federal Planning Program Award for the implementation program designed for the **NAS Kingsville JLUS**.
- 2008 APA Federal Planning Division, Outstanding Collaborative Planning Project or Program for the preparation of the **California Compatibility Handbook / JLUS Program**.

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Qualifications Questionnaire 6.

ATTACHMENT A

QUALIFICATIONS QUESTIONNAIRE

The Association of South Central Oklahoma Governments is interested in entering into a relationship with a consultant who is able to assist with the Lawton Fort Sill Joint Land Use Study. This will require a consultant who is experienced with the cities and/or other public entities within a 25-mile radius of Fort Sill and who is available and accessible to the staff and employees.

To assist in the evaluation of qualifications, please answer the following questions:

1. Please explain what separates your company from its competitors and what specifically qualifies you to be a consultant for the City.

   Matrix Design Group has successfully conducted over 45 Joint Land Use Studies (JLUS) and 10 JLUS Implementation projects across the country. Of these, 14 of our JLUSs were for Army installations, providing us with extensive experience and insight into the operation and mission requirements at Army installations and the typical compatibility issues that are occur around these facilities, as well as the unique issues based on specific missions . We conducted the Sheppard Air Force Base JLUS, which extended into Frederick, OK and assessed operations and military usage of Frederick Regional Airport and impacts on the local community. This gave Matrix knowledge of Oklahoma laws and how they can be applied to compatibility. Through our experience on previous JLUS projects, we have the knowledge needed to ask the right questions and work with local and regional stakeholders to develop and assess compatibility issues. Our focus of every JLUS is to enhance communication among all JLUS stakeholders to ensure a coordinated approach to future development, both in the community and on the base, to reduce future encroachment and compatibility concerns. We are available to our clients even after the project is complete to help answer questions and provide information on how to implement JLUS recommendations.

2. Please describe your philosophy for encouraging public participation.

   Our team recognizes the importance of a multi-level outreach program that successfully engages the broad demographic spectrum of residents and businesses within the JLUS Study Area. This includes outreach techniques to engage all populations, including press releases, mailouts, flyers, and website postings. We have a proven track record in engaging the public, including busy families, seniors, youth, and other populations. We do this by forming strategic partnerships with community and JLUS stakeholder organizations, focusing on multiple channels of cost effective outreach and creatively applying electronic and social media. We will work with project staff to define a mix of traditional techniques (e.g., workshops, charrettes, newsletters, mailers) and new technologies (e.g., websites, social networking sites, online surveys, interactive polling, e-blasts) to engage the community. We will employ the Association of South Central Oklahoma Governments' existing outreach mechanisms and tools to further inform and engage the community. Hosting public workshops at key milestones of the JLUS is an important method to engage the public, present relevant information to them, and gather feedback to use to address issues in the JLUS.

TO THE BEST OF MY KNOWLEDGE, THE ABOVE INFORMATION IS TRUE AND CORRECT.

Name and Signature of Principal

Celeste Werner, AICP
(Name)

Celeste B Werner
(Signature)

Title of Principal: Vice President, National Planning Director Company Name: Matrix Design Group, Inc. Date October 18, 2016

Respondent's Certification Form 7.

ATTACHMENT B

RESPONDANT'S CERTIFICATION

NOTE: THIS PAGE MUST BE INCLUDED WITH YOUR RESPONSE

I, the undersigned, by signing the following statement agree that I have read and understand all of the instructions, specifications, and terms and conditions contained on each page of this Request for Proposals. I also understand that if this response is accepted by the Association of South Central Oklahoma Governments that all of the instructions, specifications, and terms and conditions submitted in my response and any additions, changes, or deletions made during negotiations will be made a part of this response under a binding Contract between my company and ASCOG. I also certify that this response is made without previous understanding, agreement, or connection with any person, firm, or corporation making a response for the same materials, and is in all fair and without collusion or fraud:

Our company is a **(Check One):**

Corporation ✓ (The response MUST be signed by an Officer of the company)

Partnership _____(The response MUST be signed by a General Partner)

Joint Venture _____(The response MUST be signed by an Officer of the company)

Sole Proprietor _____ (The response MUST be signed by the Owner)

Compensation requirements:

Any compensation paid to the Respondent concerning the products and services should be outlined in detail in the response on a page immediately following the Respondent's Certification. The undersigned agrees not to accept remuneration or commission from any other source for any services related in the response.

AUTHORIZED COMPANY REPRESENTATIVE PLEASE SIGN BELOW:

NAME (TYPED/PRINTED): Celeste C. Werner

SIGNATURE: _____ DATE: October 18, 2016

[Your signature attests to your offer to provide the goods and/or services in this response according to the published provisions of this Request for Proposals. Contract is not valid until response/Contract is approved by ASCOG. When an award letter is issued, it becomes a part of this contract.]

[Appropriate Acknowledgment must be completed]

CORPORATE ACKNOWLEDGMENT: RFP FOR the LAWTON-FORT SILL JOINT LAND USE STUDY

THE STATE OF Arizona §

COUNTY OF Maricopa §

BEFORE ME, the undersigned authority, a Notary Public in and for said County and State, on this day personally appeared:

Celeste C. Werner
(Print Name)

Vice President
(Print Title)

of the corporation known as Matrix Design Group, Inc. , known to me to be the person and officer whose name is subscribed to the foregoing instrument and acknowledged to me that the same was the act of said corporation, that he or she was duly authorized to perform the same by appropriate resolution of the board of directors of such corporation and that she or he executed the same as the act of such corporation for the purposes and consideration therein expressed, and in the capacity therein stated.

GIVEN UNDER MY HAND AND SEAL OF OFFICE this the 12th day of October, 2016.

Notary Public In and For Maricopa County, AZ.

My Commission expires: December 14, 2019

JULIE A. DAILEY
NOTARY PUBLIC
STATE OF ARIZONA
MARICOPA COUNTY
MY COMMISSION EXPIRES
DECEMBER 14, 2019

SOLE PROPRIETORSHIP ACKNOWLEDGMENT FORM: RFP FOR LAWTON-FORT SILL JOINT LAND USE STUDY

THE STATE OF _____ §

§

COUNTY OF _____ §

BEFORE ME, the undersigned authority, a Notary Public in and for said County and State, on this day personally appeared known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he/she executed the same for the purposes and consideration therein expressed.

GIVEN UNDER MY HAND AND SEAL OF OFFICE this the ____ day of _____2016.

_____ Notary Public In and For _____County,

My Commission expires:

PARTNERSHIP ACKNOWLEDGMENT FORM RFP FOR LAWTON-FORT SILL JOINT LAND USE STUDY

THE STATE OF _____ §

§

COUNTY OF _____ §

BEFORE ME, the undersigned authority, a Notary Public in and for said County and State, on this day appeared:

_____ _____

(Print Name) (Print Title)

of a partnership, known to me to be the person and partner whose name is subscribed to the foregoing instrument and acknowledged to me that the same was the act of the said partnership, and that he or she was duly authorized as a partner of such partnership to perform same for the purpose and consideration therein expressed, and in the capacity therein stated.

GIVEN UNDER MY HAND AND SEAL OF OFFICE this the ____ day of _____2016.

_____ Notary Public In and For _____County,

My Commission expires:

Fee Schedule 8.

Fee Schedule

8

Our fee proposal to provide Joint Land Use Study services for Lawton-Fort Sill RFP 16-10-20 is contained on the following page. We propose a lump sum fee of $247,415 to perform the tasks as indicated in Section 4.

Matrix DESIGN GROUP

Fort Sill JLUS
Request for Proposal:
Matrix Design Group, Inc.

	Task 1: Project Initiation	Task 2: Public Involvement	Task 3: Existing and Historical Conditions Analysis and Mapping	Task 4: Identification and Analysis of Land Use and Facilities Conflicts	Task 5: Future Community Development Potential and Assessment of Future Land Use Conflicts	Task 6: Land Use Policy and Regulation Recommendations	Task 7: Draft and Final JLUS Report	Task 8: Implementation Plan and Action Steps	Task 9: Presentation of Report and Implementation Plan to Participating Jurisdictions	Total Hours	Corresponding Rate	Subtotal
Celeste Werner, Project Manager	24	60	18	24	20	20	16	16	16	214	$ 226	$ 48,364
Mike Hrapla, Deputy Project Manager	12	40	8	16	8	8	8	8	16	124	$ 226	$ 28,024
Rick Rust, Technical Manager	12	36	32	24	24	24	16	24	4	196	$ 165	$ 32,340
Patrick Small, Senior Planner	12	36	24	24	18	18	18	18	12	180	$ 125	$ 22,500
Bren Cox & Michele Mora, Planner	16	80	40	60	50	60	36	36	10	388	$ 85	$ 32,980
JR Planner		40	40	24	20	20	16	20		180	$ 75	$ 13,500
Environmental			12	12			8	8		40	$ 135	$ 5,400
GIS		8	40	12	12		40	8		120	$ 85	$ 10,200
Graphic Support	12	36		10			16	10		84	$ 70	$ 5,880
Word Processing & Admin Support	24	48	40	24	16	24	60	48	12	296	$ 70	$ 20,720
Total Hours	112	384	254	230	168	174	234	196	70	1822		
Total Labor Costs	$ 15,496	$ 49,400	$ 28,376	$ 27,920	$ 20,428	$ 20,818	$ 24,374	$ 22,014	$ 11,082			$ 219,908
Total Direct Costs	$ 1,638	$ 8,330	$ 675	$ 1,638	$ 1,638	$ 1,638	$ 8,143	$ -	$ 3,807			$ 27,507
Total Task Cost	$ 17,134	$ 57,730	$ 29,051	$ 29,558	$ 22,066	$ 22,456	$ 32,517	$ 22,014	$ 14,889			
Percent of Total Budget	7%	23%	12%	12%	9%	9%	13%	9%	6%			100%
										$		247,415

Exceptions/Deviations 9.

ATTACHMENT C

RFP for
FORT SILL JOINT LAND USE STUDY

NOTE: THIS PAGE MUST BE INCLUDED WITH YOUR

RESPONSE EXCEPTIONS/DEVIATIONS TO SPECIFICATIONS

Please initial:

CW we have not made exceptions or deviations to specifications

_____ we have made exceptions or deviations to specifications. Please list exceptions/deviations in the space below:

FIRM NAME: Matrix Design Group, Inc.

SIGNATURE OF PERSON AUTHORIZED TO SIGN ON BEHALF OF FIRM:

Celeste Werner

Celeste Werner, AICP, Vice President, National Planning Director

SIGNER'S NAME AND TITLE

DATE October 18, 2016

W-9 10.

Form **W-9**
(Rev. December 2014)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

Print or type. See Specific Instructions on page 2.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
Matrix Design Group, Inc.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification; check only **one** of the following seven boxes:
☐ Individual/sole proprietor or single-member LLC ☐ C Corporation ☑ S Corporation ☐ Partnership ☐ Trust/estate
☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ ______
Note. For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line above for the tax classification of the single-member owner.
☐ Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):
Exempt payee code (if any) ______
Exemption from FATCA reporting code (if any) ______
(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.)
2435 Research Parkway, Suite 300

6 City, state, and ZIP code
Colorado Springs, CO 80920

Requester's name and address (optional)
ASCOG
CED Division
802 W Main, Duncan, OK 73534

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the instructions for line 1 and the chart on page 4 for guidelines on whose number to enter.

Social security number
☐☐☐ – ☐☐ – ☐☐☐☐

or

Employer identification number
8 4 – 1 5 1 5 7 6 7

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

Sign Here | **Signature of U.S. person ▶** [signature] | **Date ▶** Oct 12, 2016

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. Information about developments affecting Form W-9 (such as legislation enacted after we release it) is at *www.irs.gov/fw9*.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding?* on page 2.

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting?* on page 2 for further information.

Note. If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien;
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States;
- An estate (other than a foreign estate); or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.

In the cases below, the following person must give Form W-9 to the partnership for purposes of establishing its U.S. status and avoiding withholding on its allocable share of net income from the partnership conducting a trade or business in the United States:

- In the case of a disregarded entity with a U.S. owner, the U.S. owner of the disregarded entity and not the entity;
- In the case of a grantor trust with a U.S. grantor or other U.S. owner, generally, the U.S. grantor or other U.S. owner of the grantor trust and not the trust; and
- In the case of a U.S. trust (other than a grantor trust), the U.S. trust (other than a grantor trust) and not the beneficiaries of the trust.

Foreign person. If you are a foreign person or the U.S. branch of a foreign bank that has elected to be treated as a U.S. person, do not use Form W-9. Instead, use the appropriate Form W-8 or Form 8233 (see Publication 515, Withholding of Tax on Nonresident Aliens and Foreign Entities).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a "saving clause." Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the payee has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items:

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
2. The treaty article addressing the income.
3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.
4. The type and amount of income that qualifies for the exemption from tax.
5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

Example. Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if his or her stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first protocol) and is relying on this exception to claim an exemption from tax on his or her scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity, give the requester the appropriate completed Form W-8 or Form 8233.

Backup Withholding

What is backup withholding? Persons making certain payments to you must under certain conditions withhold and pay to the IRS 28% of such payments. This is called "backup withholding." Payments that may be subject to backup withholding include interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, payments made in settlement of payment card and third party network transactions, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester,
2. You do not certify your TIN when required (see the Part II instructions on page 3 for details),
3. The IRS tells the requester that you furnished an incorrect TIN,
4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only), or
5. You do not certify to the requester that you are not subject to backup withholding under 4 above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See *Exempt payee code* on page 3 and the separate Instructions for the Requester of Form W-9 for more information.

Also see *Special rules for partnerships* above.

What is FATCA reporting?

The Foreign Account Tax Compliance Act (FATCA) requires a participating foreign financial institution to report all United States account holders that are specified United States persons. Certain payees are exempt from FATCA reporting. See *Exemption from FATCA reporting code* on page 3 and the Instructions for the Requester of Form W-9 for more information.

Updating Your Information

You must provide updated information to any person to whom you claimed to be an exempt payee if you are no longer an exempt payee and anticipate receiving reportable payments in the future from this person. For example, you may need to provide updated information if you are a C corporation that elects to be an S corporation, or if you no longer are tax exempt. In addition, you must furnish a new Form W-9 if the name or TIN changes for the account; for example, if the grantor of a grantor trust dies.

Penalties

Failure to furnish TIN. If you fail to furnish your correct TIN to a requester, you are subject to a penalty of $50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

Civil penalty for false information with respect to withholding. If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a $500 penalty.

Criminal penalty for falsifying information. Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

Misuse of TINs. If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

Specific Instructions

Line 1

You must enter one of the following on this line; **do not** leave this line blank. The name should match the name on your tax return.

If this Form W-9 is for a joint account, list first, and then circle, the name of the person or entity whose number you entered in Part I of Form W-9.

a. **Individual.** Generally, enter the name shown on your tax return. If you have changed your last name without informing the Social Security Administration (SSA) of the name change, enter your first name, the last name as shown on your social security card, and your new last name.

Note. ITIN applicant: Enter your individual name as it was entered on your Form W-7 application, line 1a. This should also be the same as the name you entered on the Form 1040/1040A/1040EZ you filed with your application.

b. **Sole proprietor or single-member LLC.** Enter your individual name as shown on your 1040/1040A/1040EZ on line 1. You may enter your business, trade, or "doing business as" (DBA) name on line 2.

c. **Partnership, LLC that is not a single-member LLC, C Corporation, or S Corporation.** Enter the entity's name as shown on the entity's tax return on line 1 and any business, trade, or DBA name on line 2.

d. **Other entities.** Enter your name as shown on required U.S. federal tax documents on line 1. This name should match the name shown on the charter or other legal document creating the entity. You may enter any business, trade, or DBA name on line 2.

e. **Disregarded entity.** For U.S. federal tax purposes, an entity that is disregarded as an entity separate from its owner is treated as a "disregarded entity." See Regulations section 301.7701-2(c)(2)(iii). Enter the owner's name on line 1. The name of the entity entered on line 1 should never be a disregarded entity. The name on line 1 should be the name shown on the income tax return on which the income should be reported. For example, if a foreign LLC that is treated as a disregarded entity for U.S. federal tax purposes has a single owner that is a U.S. person, the U.S. owner's name is required to be provided on line 1. If the direct owner of the entity is also a disregarded entity, enter the first owner that is not disregarded for federal tax purposes. Enter the disregarded entity's name on line 2, "Business name/disregarded entity name." If the owner of the disregarded entity is a foreign person, the owner must complete an appropriate Form W-8 instead of a Form W-9. This is the case even if the foreign person has a U.S. TIN.

Line 2

If you have a business name, trade name, DBA name, or disregarded entity name, you may enter it on line 2.

Line 3

Check the appropriate box in line 3 for the U.S. federal tax classification of the person whose name is entered on line 1. Check only one box in line 3.

Limited Liability Company (LLC). If the name on line 1 is an LLC treated as a partnership for U.S. federal tax purposes, check the "Limited Liability Company" box and enter "P" in the space provided. If the LLC has filed Form 8832 or 2553 to be taxed as a corporation, check the "Limited Liability Company" box and in the space provided enter "C" for C corporation or "S" for S corporation. If it is a single-member LLC that is a disregarded entity, do not check the "Limited Liability Company" box; instead check the first box in line 3 "Individual/sole proprietor or single-member LLC."

Line 4, Exemptions

If you are exempt from backup withholding and/or FATCA reporting, enter in the appropriate space in line 4 any code(s) that may apply to you.

Exempt payee code.

- Generally, individuals (including sole proprietors) are not exempt from backup withholding.
- Except as provided below, corporations are exempt from backup withholding for certain payments, including interest and dividends.
- Corporations are not exempt from backup withholding for payments made in settlement of payment card or third party network transactions.
- Corporations are not exempt from backup withholding with respect to attorneys' fees or gross proceeds paid to attorneys, and corporations that provide medical or health care services are not exempt with respect to payments reportable on Form 1099-MISC.

The following codes identify payees that are exempt from backup withholding. Enter the appropriate code in the space in line 4.

1—An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2)

2—The United States or any of its agencies or instrumentalities

3—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities

4—A foreign government or any of its political subdivisions, agencies, or instrumentalities

5—A corporation

6—A dealer in securities or commodities required to register in the United States, the District of Columbia, or a U.S. commonwealth or possession

7—A futures commission merchant registered with the Commodity Futures Trading Commission

8—A real estate investment trust

9—An entity registered at all times during the tax year under the Investment Company Act of 1940

10—A common trust fund operated by a bank under section 584(a)

11—A financial institution

12—A middleman known in the investment community as a nominee or custodian

13—A trust exempt from tax under section 664 or described in section 4947

The following chart shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 13.

IF the payment is for . . .	THEN the payment is exempt for . . .
Interest and dividend payments	All exempt payees except for 7
Broker transactions	Exempt payees 1 through 4 and 6 through 11 and all C corporations. S corporations must not enter an exempt payee code because they are exempt only for sales of noncovered securities acquired prior to 2012.
Barter exchange transactions and patronage dividends	Exempt payees 1 through 4
Payments over $600 required to be reported and direct sales over $5,000[1]	Generally, exempt payees 1 through 5[2]
Payments made in settlement of payment card or third party network transactions	Exempt payees 1 through 4

[1] See Form 1099-MISC, Miscellaneous Income, and its instructions.

[2] However, the following payments made to a corporation and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, gross proceeds paid to an attorney reportable under section 6045(f), and payments for services paid by a federal executive agency.

Exemption from FATCA reporting code. The following codes identify payees that are exempt from reporting under FATCA. These codes apply to persons submitting this form for accounts maintained outside of the United States by certain foreign financial institutions. Therefore, if you are only submitting this form for an account you hold in the United States, you may leave this field blank. Consult with the person requesting this form if you are uncertain if the financial institution is subject to these requirements. A requester may indicate that a code is not required by providing you with a Form W-9 with "Not Applicable" (or any similar indication) written or printed on the line for a FATCA exemption code.

A—An organization exempt from tax under section 501(a) or any individual retirement plan as defined in section 7701(a)(37)

B—The United States or any of its agencies or instrumentalities

C—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities

D—A corporation the stock of which is regularly traded on one or more established securities markets, as described in Regulations section 1.1472-1(c)(1)(i)

E—A corporation that is a member of the same expanded affiliated group as a corporation described in Regulations section 1.1472-1(c)(1)(i)

F—A dealer in securities, commodities, or derivative financial instruments (including notional principal contracts, futures, forwards, and options) that is registered as such under the laws of the United States or any state

G—A real estate investment trust

H—A regulated investment company as defined in section 851 or an entity registered at all times during the tax year under the Investment Company Act of 1940

I—A common trust fund as defined in section 584(a)

J—A bank as defined in section 581

K—A broker

L—A trust exempt from tax under section 664 or described in section 4947(a)(1)

M—A tax exempt trust under a section 403(b) plan or section 457(g) plan

Note. You may wish to consult with the financial institution requesting this form to determine whether the FATCA code and/or exempt payee code should be completed.

Line 5

Enter your address (number, street, and apartment or suite number). This is where the requester of this Form W-9 will mail your information returns.

Line 6

Enter your city, state, and ZIP code.

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. If you are a resident alien and you do not have and are not eligible to get an SSN, your TIN is your IRS individual taxpayer identification number (ITIN). Enter it in the social security number box. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN. However, the IRS prefers that you use your SSN.

If you are a single-member LLC that is disregarded as an entity separate from its owner (see *Limited Liability Company (LLC)* on this page), enter the owner's SSN (or EIN, if the owner has one). Do not enter the disregarded entity's EIN. If the LLC is classified as a corporation or partnership, enter the entity's EIN.

Note. See the chart on page 4 for further clarification of name and TIN combinations.

How to get a TIN. If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local SSA office or get this form online at *www.ssa.gov*. You may also get this form by calling 1-800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at *www.irs.gov/businesses* and clicking on Employer Identification Number (EIN) under Starting a Business. You can get Forms W-7 and SS-4 from the IRS by visiting IRS.gov or by calling 1-800-TAX-FORM (1-800-829-3676).

If you are asked to complete Form W-9 but do not have a TIN, apply for a TIN and write "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, generally you will have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

Note. Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon.

Caution: *A disregarded U.S. entity that has a foreign owner must use the appropriate Form W-8.*

Part II. Certification

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if items 1, 4, or 5 below indicate otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). In the case of a disregarded entity, the person identified on line 1 must sign. Exempt payees, see *Exempt payee code* earlier.

Signature requirements. Complete the certification as indicated in items 1 through 5 below.

1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983. You must give your correct TIN, but you do not have to sign the certification.

2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983. You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

3. Real estate transactions. You must sign the certification. You may cross out item 2 of the certification.

4. Other payments. You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments made in settlement of payment card and third party network transactions, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions. You must give your correct TIN, but you do not have to sign the certification.

What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account)	The actual owner of the account or, if combined funds, the first individual on the account[1]
3. Custodian account of a minor (Uniform Gift to Minors Act)	The minor[2]
4. a. The usual revocable savings trust (grantor is also trustee) b. So-called trust account that is not a legal or valid trust under state law	The grantor-trustee[1] The actual owner[1]
5. Sole proprietorship or disregarded entity owned by an individual	The owner[3]
6. Grantor trust filing under Optional Form 1099 Filing Method 1 (see Regulations section 1.671-4(b)(2)(i)(A))	The grantor*
For this type of account:	**Give name and EIN of:**
7. Disregarded entity not owned by an individual	The owner
8. A valid trust, estate, or pension trust	Legal entity[4]
9. Corporation or LLC electing corporate status on Form 8832 or Form 2553	The corporation
10. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
11. Partnership or multi-member LLC	The partnership
12. A broker or registered nominee	The broker or nominee
13. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity
14. Grantor trust filing under the Form 1041 Filing Method or the Optional Form 1099 Filing Method 2 (see Regulations section 1.671-4(b)(2)(i)(B))	The trust

[1] List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

[2] Circle the minor's name and furnish the minor's SSN.

[3] You must show your individual name and you may also enter your business or DBA name on the "Business name/disregarded entity" name line. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

[4] List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.) Also see *Special rules for partnerships* on page 2.

*Note. Grantor also must provide a Form W-9 to trustee of trust.

Note. If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

Secure Your Tax Records from Identity Theft

Identity theft occurs when someone uses your personal information such as your name, SSN, or other identifying information, without your permission, to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax preparer.

If your tax records are affected by identity theft and you receive a notice from the IRS, respond right away to the name and phone number printed on the IRS notice or letter.

If your tax records are not currently affected by identity theft but you think you are at risk due to a lost or stolen purse or wallet, questionable credit card activity or credit report, contact the IRS Identity Theft Hotline at 1-800-908-4490 or submit Form 14039.

For more information, see Publication 4535, Identity Theft Prevention and Victim Assistance.

Victims of identity theft who are experiencing economic harm or a system problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 1-877-777-4778 or TTY/TDD 1-800-829-4059.

Protect yourself from suspicious emails or phishing schemes. Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to *phishing@irs.gov*. You may also report misuse of the IRS name, logo, or other IRS property to the Treasury Inspector General for Tax Administration (TIGTA) at 1-800-366-4484. You can forward suspicious emails to the Federal Trade Commission at: *spam@uce.gov* or contact them at *www.ftc.gov/idtheft* or 1-877-IDTHEFT (1-877-438-4338).

Visit IRS.gov to learn more about identity theft and how to reduce your risk.

Privacy Act Notice

Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons (including federal agencies) who are required to file information returns with the IRS to report interest, dividends, or certain other income paid to you; mortgage interest you paid; the acquisition or abandonment of secured property; the cancellation of debt; or contributions you made to an IRA, Archer MSA, or HSA. The person collecting this form uses the information on the form to file information returns with the IRS, reporting the above information. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation and to cities, states, the District of Columbia, and U.S. commonwealths and possessions for use in administering their laws. The information also may be disclosed to other countries under a treaty, to federal and state agencies to enforce civil and criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism. You must provide your TIN whether or not you are required to file a tax return. Under section 3406, payers must generally withhold a percentage of taxable interest, dividend, and certain other payments to a payee who does not give a TIN to the payer. Certain penalties may also apply for providing false or fraudulent information.

Addenda 11.

Addenda

11

No addenda were issued for this RFP.

Contract to Provide Professional Consulting Services, and Insurance Requirements

12.

Contract to Provide Professional Consulting Services, and Insurance Requirements

12

Matrix Design Group has reviewed and accepts the contract as included in the RFP, and we agree to provide proof of insurance in the amounts required in Section 15 of the contract upon award.

Matrix
DESIGN GROUP

Matrix DESIGN GROUP






Anniston, AL
Atlanta, GA
Colorado Springs, CO
Denver, CO
Niceville, FL
Parsons, KS
Phoenix, AZ
Pueblo, CO
Sacramento, CA
Tamuning, GU
Texarkana, TX
Washington, DC