



Little Rock Air Force Base

Statement of Qualifications for A Compatible Use Study

**WHITE &
SMITH, LLC**
PLANNING AND
LAW GROUP

**WITH OFFICES IN
KANSAS CITY
AND
CHARLESTON**



BENCHMARK

SEPTEMBER 10, 2019

September 10, 2019

Dr. Robert Price
Director, Economic Development & Cultural Alliance
1 Municipal Drive
City of Jacksonville, Arkansas 72076

CHARLESTON, SC OFFICE:

E. TYSON SMITH, ESQ., AICP
*Admitted in South Carolina and Florida
South Carolina Certified Civil Mediator*

KANSAS CITY OFFICE:

S. MARK WHITE, ESQ., AICP
Admitted in Missouri and North Carolina

Re: *Statement of Qualifications*
Consulting Services for City of Jacksonville Compatible Use Study for
Little Rock Air Force Base & its Environs

Dear Dr. Price:

On behalf of the White & Smith Compatible Use Team, I am pleased to submit this response to the City of Jacksonville Request for Proposal to prepare a Compatible Use Study for Little Rock Air Force Base and its environs.

Our Statement of Qualifications outlines the unique experience and expertise we bring to this Project, including recent JLUS and JLUS implementation projects at Shaw Air Force Base, Cannon Air Force Base, Joint Base Lewis-McChord, Joint Base Andrews, Grissom Air Reserve Base, Homestead Air Reserve Base, and Naval Air Station Joint Reserve Base New Orleans. In addition, we worked for Pulaski County and the City of Fort Smith on land use and zoning code projects in recent years.

Please note, in particular, the "LRAFB Stakeholder Awareness and Participation Meeting" described on page 10 of our proposal. This unique, military-focused stakeholder effort will encourage more meaningful military-civilian engagement during the CUS and successful CUS implementation down the road.

Most importantly, I encourage you to contact our current and past clients. The White & Smith Team has consistently demonstrated our ability to work with staffs, development communities, military personnel, citizen groups, and governing bodies to develop effective and implementable JLUS strategies.

Thank you for the opportunity to respond to the Request for Proposal. I am available to answer technical, price, and/or other contract questions. I will serve as the point of contact and my information is to the left.

Sincerely,

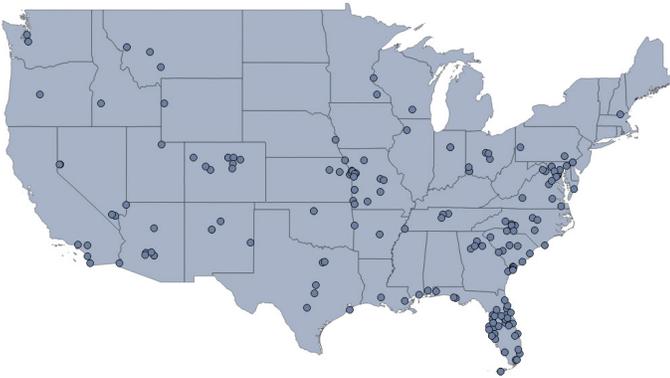


E. Tyson Smith, AICP
for White & Smith, LLC

TABLE OF CONTENTS:

EXECUTIVE SUMMARY	 1
SELECTION CRITERIA	 3
SCOPE & ANNOTATED TIMELINE FOR CONSULTANT SERVICES	 6
PROJECT UNDERSTANDING	8
PROJECT APPROACH	9
STAKEHOLDER AWARENESS	10
PROJECT TIMELINE	11
TEAM EXPERIENCE	 11
REFERENCES	 27
ASSIGNED STAFF	 28
COST OF SERVICES	 30
APPENDICES	

- Appendix A: Team Resumes
- Appendix B: DBE/Affirmative Action Plan
- Appendix C: SF-330 Forms for Prime & Subconsultants
- Appendix D: Full Listing of Air Force Experience
- Appendix E: Letters of Reference



White & Smith's national experience is extensive and specialized.

In addition to our military and land use compatibility work, we have completed more than 150 zoning codes, specialized studies, growth management programs, and similar projects in over 36 states. Our clients range from small, rural communities to large, urban cities such as San Antonio; Los Angeles; Washington, D.C.; and Oklahoma City.

In addition, while we are not tethered to any single approach to Compatible Use Studies, we have learned what works and what doesn't in Arkansas communities like those involved in the Little Rock Air Force Base CUS.

Tyson also will facilitate the public process, the production of documents, and the completion of deliverables. Tyson’s partner, Kansas City planner and attorney **Mark White**, also will provide policy analysis and will participate in deliverable preparation.

From Marstel-Day, **Phil Huber, Scott Taylor, and Jason Winner** will provide military consultation for the Team and the local JLUS Project Manager and committees.



Phil has more than 48 years of military, federal government civil service, and private sector consulting experience. He has worked for Marstel-Day since 2002 and is responsible for the firm’s *Encroachment and Sustainment Program portfolio*.

Vagn Hansen and **Jason Epley** will assist with the GIS elements of the project, graphics production, and compatibility analyses at Little Rock Air Force Base. Benchmark planners and GIS specialists will attend all meetings and will work with the Team Leader, Tyson Smith on project deliverables.

We have established work plans and efficient communication channels, as Benchmark and White & Smith **have recently completed more than 20 other JLUS and Implementation projects together.**

Every meeting, task, and stakeholder interaction in our Scope of Services is purposefully planned to result in a CUS that supports **full implementation of the recommendations of the Little Rock ARB Compatible Use Study.**

And, based on that Scope and our extensive experience in the area, we have developed an **estimated budget for this project of \$326,573.**



White & Smith prepared a zoning code for Lake Maumelle watershed. As the first zoning code in Pulaski County, our success depended on an extensive public outreach effort tailored specifically for this community and landowners impacted.

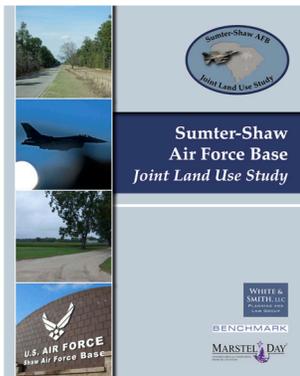


EXECUTIVE SUMMARY

Based on our past work in Arkansas and our familiarity with Little Rock Air Force Base, we have assembled a team experienced specifically in:

- a. Arkansas land use planning and legal contexts;
- b. consensus-building in complex public policy environments;
- c. solid GIS and demographic analysis;
- d. land use compatibility planning and zoning in Arkansas; and
- e. Joint & Compatible Use Study development and implementation.

Recognized as “**going beyond the standard format**,” our team will deliver a Compatible Use Study designed specifically to address the needs of Little Rock AFB and the communities and stakeholders in the region.



In addition to the 3 JLUSs our team recently completed in Missouri, we also just completed the Joint Land Use Study for Shaw Air Force Base in South Carolina.



Tyson Smith will serve as Team Leader and will lead on public outreach, policy development, and final recommendations. Tyson brings over 27 years of community planning, legal, and public mediation experience.

As Team Leader, he will be available to the Policy and Technical Committees and will coordinate the tasks of other team members.

WE HAVE WORKED ON OVER 30 COMPATIBLE USE OR JOINT LAND USE STUDIES OVER THE LAST 10 YEARS ALONE, INCLUDING THE FOLLOWING:

1. Shaw Air Force Base Joint Land Use Study (2016)
2. Vance Air Force Base and Enid, Oklahoma Airport Environs Overlay Zoning
3. Grissom Air Reserve Base Joint Land Use Study (2018)
4. Marine Corps Air Station Beaufort JLUS (2015)
5. Grissom Air Reserve Base JLUS Implementation (2019-2020)
6. Homestead Air Reserve Base JLUS Implementation (2010)
7. Joint Base Lewis-McChord (JBLM) North Clear Zone Study (2017)
8. Monroe County Comprehensive Plan Amendments for NAS Key West
9. NAS Joint Reserve Base New Orleans JLUS Implementation (2014)
10. Cannon Air Force Base JLUS Implementation (2013)
11. Wallops Accomack County JLUS Program Manager Support (2014-15)
12. Camp Clark Joint Land Use Study (2014)
13. Camp Clark JLUS Implementation (2017)
14. Camp Crowder Joint Land Use Study (2014)
15. Camp Crowder JLUS Implementation (2017)
16. Fort Leonard Wood Joint Land Use Study (2013)
17. Military Ocean Terminal Sunny Point Joint Land Use Study (2018)
18. Fort Bragg Joint Land Use Study (2016-18)
19. Fort Bragg JLUS Implementation (2019-2020)
20. Marine Corps Air Station Beaufort JLUS Implementation (2017)
21. Marine Corps Cherry Point JLUS Implementation (2019)
22. Fort Jackson/McEntire JNGB JLUS Implementation (2017)
23. Fort Hood Joint Land Use Study (2016)
24. Marine Corps Recruit Depot Parris Island Joint Land Use Study (2015)
25. Marine Corps Recruit Depot Parris Island JLUS Implementation (2017)
26. Fort Lee Joint Land Use Study (2014)
27. Fort Jackson/McEntire JNGB Joint Land Use Study Implementation (2017, 2012)
28. JBLM Land Exchange Business Plan (2018)
29. JBLM Military Zoning Overlays and Outdoor Light Mitigation Study (2019)
30. Naval Base Kitsap / Naval Magazine Indian Island JLUS (2016)
31. Joint Base Andrews Clear Zone Legal Evaluation and Military Influence Overlay Zone
32. Marine Corps and Air Force Anti-Encroachment Policy Program

WE LOOK FORWARD TO THE OPPORTUNITY TO RETURN TO THIS PART OF THE STATE AND TO WORK WITH THE CITY OF JACKSONVILLE, LITTLE ROCK AIR FORCE BASE, AND THIS DIVERSE COMMUNITY.

2. Proposed Fee to conduct this Study. (10 points)

We have prepared a break-down of our proposed budget, estimated at about \$326,573, based on our familiarity with the community and the terms of the RFP. If revisions to scope and budget are needed, we will make them in Task 1.1.

3. Capability to perform all aspects of the project as described in "Scope of Consultant Services" within 18 months of Notice to Proceed. (10 points)

In fact, we are **staffed up to complete the Compatible Use Study within fifteen (15) months** of a notice to proceed, if the City and community wish to achieve a shorter timeframe. In addition to **our Team's 2017 encroachment work at Little Rock Air Force Base** and our military work at Air Force Bases around the country, we are already up to speed on LRAFB's compatibility issues and the Arkansas-specific statutory requirements for planning and zoning.

Our most recent local government zoning project in Arkansas was with Pulaski County in 2013, and we also prepared zoning code revisions for the City of Fort Smith previously. In short, we are prepared to "hit the ground running" as soon as the City and committees are ready to do so.

4. Quality of projects previously undertaken. (10 points)

Our work speaks for itself.

First, we encourage you to review a few of our recent Air Force and Air Reserve Joint Land Use Studies. Our 2018 Joint Land Use Study can be found at grissom-jlus.org, under the Project Materials tab, or by [clicking here](#). Note that our Team also prepared Grissom's website and is doing so in the JLUS Implementation phase we have just begun. You may also view our 2016 JLUS for Shaw Air Force base at sumtershaw-jlus.org, under Project Materials/JLUS Documents, or by [clicking here](#).

Second, we encourage you to ask our past clients about us. Contact information for several is provided behind the References Tab, and here is what one recent project manager said about our work:

SELECTION CRITERIA

Pursuant to page 28 of the RFP, we have summarized materials from our Response in order to directly respond to the City's Selection Criteria and to achieve full point scores for each.

1. Recent similar JLUS consultant experience, particularly at a domestic U.S. Air Force Base. (10 points)

We bring **extensive experience at Air Force installation and headquarters levels – including in Arkansas** and the Midwest, including the following:

Selected JLUS and JLUS Implementation Projects

Shaw Air Force Base (JLUS)
Vance Air Force Base (Compatibility Zoning)
Joint Base Lewis-McChord (JLUS Implementation)
Joint Base Andrews (JLUS Implementation)
Cannon Air Force Base (JLUS Implementation)
Homestead Air Reserve Base (JLUS Implementation)
Grissom Air Reserve Base (JLUS and Implementation)

Selected Encroachment Planning Experience

Little Rock AFB (Installation Complex Encroachment Management Action Plan [ICEMAP])
Hill Air Force Base (ICEMAP)
MacDill Air Force Base (ICEMAP)
Tyndall Air Force Base (ICEMAP)
Whiteman Air Force Base (ICEMAP)
Moody Air Force Base (ICEMAP)

Headquarters Related Air Force Experience

Strategic Basing, HQ Air Force, DCS Strategic Plans and Programs, Washington, D.C.
Air Force Encroachment Management Program HQ Air Force Washington, D.C.
Air Force Encroachment Management ICEMAPs HQ Air Force Washington, D.C.

“After White & Smith completed JLUSs for Marine Corps Air Station Beaufort and Marine Corps Recruit Depot Parris Island, the firm was hired again to implement key JLUS recommendations. These included community outreach plans, a Memorandum of Understanding, and a TDR study and outreach effort.

Tyson led each of these studies and was always responsive to staff and our committees, and always ready to provide the subject matter expertise needed to carry the projects to timely completion.

Tyson works easily with neighbors, landowners, military officials, and local officials, and is always a professional. I would highly recommend White & Smith’s services.”

And this from a property owner recently:

“I would like to commend and give a special thank you to the JLUS Consultants - White & Smith, LLC, Benchmark CMR, Inc., and Marstel-Day, LLC for their tireless effort and objectivity in working with this community. I greatly appreciate the work they are doing for us.”

5. Qualifications and experience of outside consultants that may be engaged by the consultant under consideration. (5 points)

White & Smith, Benchmark, and Marstel-Day have prepared **Joint Land Use Studies since 2003**, when our subconsultants, Jason Epley and Vagn Hansen, prepared the first JLUS for Fort Bragg in eastern North Carolina.

Marstel-Day Team members Phil Huber and Scott Taylor, alone bring over 70 years of experience in Air Force service and consultation experience, including at Little Rock Air Force Base in 2017 (ICEMAP).

Together, we have performed over 30 JLUS and JLUS Implementation projects in the last 10 years alone.

6. Proposal consistency with RFP Objectives and Scope of work.(20 points)

This Response has been tailored carefully to comport with the RFP’s Objectives and Scope of Work, including:

1. Overall Compatible Use Goals and Objectives: pages 6-7.

2. Objectives and Timeline of the Compatible Use Plan Project: pages 7-8.
3. Scope of Consultant Services: pages 8-14.
4. Review – Specific Consultant Task and Deliverables: pages 14-23.
5. Approach and Project Timeline: pages 23-24.
6. Consultant Qualifications: page 25.

7. Proposal adherence to all RFP requirements. (10 points)

In addition, we have adhered to each of the RFP requirements in the above sections, as well as the shipping, formatting, and other requirements of the RFP, including those outlined on pages 27 and 28.

8. Readability of proposal. (5 points)

We apply the same level of attention to our proposals as we do to Project Deliverables. We wish to demonstrate to the Selection Committee the high-quality of our work product and the professional nature of our presentation.

If selected, our work will reflect positively on the City, the community, and Little Rock Air Force Base.

9. Internal consistency of Proposal (10 points)

Similarly, we apply tried-and-true **Quality Control protocols** to the preparation of all our materials, including our Proposals. Accordingly, we have vetted this Response to the RFP to ensure internal consistency and an approach tailored specifically to the Little Rock AFB community and the City of Jacksonville.

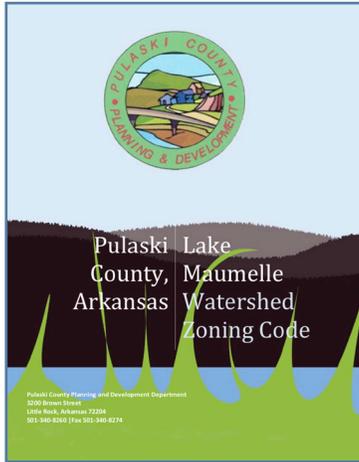
10. Quality of recommendations & letters of reference (10 points)

As we note above, please refer to the References Tab for the contact information from **several recent military and Arkansas land use/zoning projects in the region**. We also have included letters of reference. If additional contacts are desired, we are happy to provide the contact information for any past client.

“GOING BEYOND THE STANDARD FORMAT...”

This is what past clients say about us. Our work product is always tailored to the unique needs of each client and community. For this Project, our Team and our Project Approach are distinguishable in several ways:

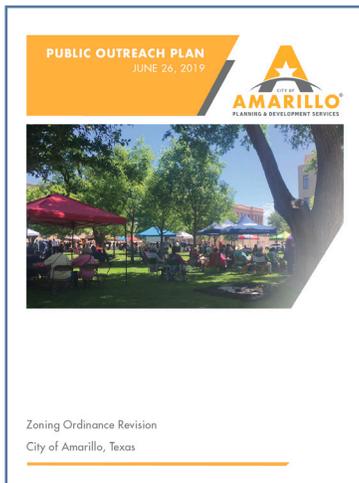
1



WORK PRODUCT SPECIFIC TO THE REGION AND THE ARKANSAS LAND USE CONTEXT

The White & Smith Team has worked extensively in Arkansas and the surrounding region, including land use code projects for Pulaski County, Fort Smith, Enid, and Oklahoma City (ongoing); a military overlay for Vance AFB; and Joint Land Use Studies for Fort Leonard Wood, Camp Crowder, and Camp Clark. Our planners know the region and are familiar with how the study area communities approach issues related to growth, planning, and compatibility.

2

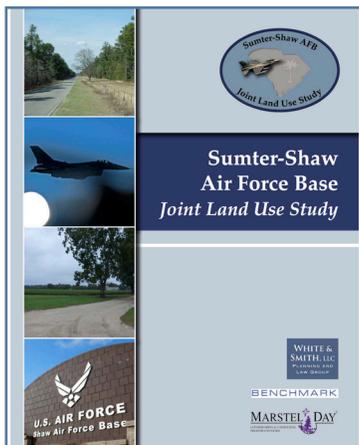


A CONTEXT-SPECIFIC PUBLIC INVOLVEMENT PLAN

The White & Smith Team is uniquely prepared to provide localized public outreach, based on our experience in Pulaski County and Fort Smith and our work in Air Force communities around the country.

The “*Public Involvement Strategy*,” prepared during Task 2, will reflect the demographics and values of each community in the CUS Study Area. Our means of communicating and of public outreach will be tailored accordingly.

3



QUALITY CONTROL

We realize our work not only reflects on our Team, but also on the City of Jacksonville and the members of the Policy Committee and Technical Committee.

Therefore, we have built into our Work Plan a process for assuring draft and final documents are presented in a professional manner, and have been thoroughly proofed and edited for publication prior to release or posting to the Project Website.

SCOPE & ANNOTATED TIMELINE FOR CONSULTANT SERVICES

This section suggests six (6) tasks or deliverables, in addition to those required by the RFP. We also have provided a detailed “annotated” timeline to illustrate our approach over 15 months.

PURSUANT TO THE RFP AND THE CITY’S RESPONSES TO QUESTIONS, OUR APPROACH AND COST PROPOSAL (SEE TABS) ARE BASED ON THE SERVICES REQUESTED IN THE RFP WITH A FEW RECOMMENDED ADJUSTMENTS, WHICH ARE DESCRIBED BELOW. OUR TASKS WILL INCLUDE THE “SCOPE & ANNOTATED TIMELINE FOR CONSULTANT SERVICES” DESCRIBED ON PAGES 6-7, THE “PROJECT APPROACH” DESCRIBED ON PAGES 9-10, AND THE PROJECT TIMELINE ON PAGE 11.

In addition, the “Selection Criteria” tab above summarizes and cross-references our Team qualifications per the RFP’s selection criteria, per page 26 of the RFP.

Air Force funding and installation missions are changing rapidly nationwide.

Arkansas’s response to these changes has been specific and significant, in particular, with the creation of the state’s Military Affairs Grant Program (MAGP) in 2016. The program supports community efforts to sustain and enhance military presence in Arkansas, and has benefited the City of Jacksonville community specifically.

Therefore, based on our Team’s experience preparing the Little Rock AFB Installation Complex Encroachment Management Action Plan and our work with Pulaski County, **we recommend the following be added to the services specifically required** by the City in its RFP:



Just last year, the MAG Program awarded \$377,000 to LRAFB Community Council and Jacksonville High to create a cyber training curriculum and certification program.

1. Our budget includes **two (2) additional town hall meetings** in order to ensure our Scope includes sufficient public input and outreach, and that this input is reflected in the final draft of the Compatible Use Study. These may be added to expand the geographical reach of the required town hall meetings in Q1 and Q5 or may be in addition to those.

2. We will conduct **an additional “Air Force-specific” focus group meeting** with a wide range of personnel from Little Rock AFB during the “Project Initiation” Task and the kick-off meetings. Phil Huber (see Resumes Tab) will lead this “on-base” session at Little Rock AFB, allowing us to get as much of the operational and relevant administrative personnel up to speed on the CUS process early on. Not only will this create efficiencies in our 15-month study, but will also set the community up for support at the time of adoption.



Team Member, Phil Huber, presenting at our “Stakeholder and Awareness” focus group at Grissom Air Reserve Base.

3. We will prepare **“Resolutions of Support”** for each of the local governments participating in the study. These provide the opportunity for study participants to formalize the support of the final document and to articulate support for the implementation of its recommendations.

4. We will offer to **meet with local government officials one-on-one** if they wish, early on, during the “Project Initiation” Task. Having well-informed decision-makers from the start is important for keeping on track throughout and increasing the chances of unanimous support and buy-in at the time of adoption.



Team Leader, Tyson Smith, meets with the Mayor of Sumter, SC, to discuss the objectives of the 2016 Shaw Air Force Joint Land Use Study.

5. We will conduct an **Online/Keypad survey** at the initial Kick-Off public Meetings (see Task 1 and Task 3) to offer members of the public a secure and anonymous way of providing clear and straightforward opinions and concerns.

We will discuss these items with Dr. Price, the City Project Manager, in addition to those required by the RFQ, during the “Project Initiation” phase of the Little Rock AFB Compatible Use Study.



2015 / 17
RESOLUTION SUPPORTING MARINE CORPS AIR STATION BEAUFORT AND MARINE CORPS RECRUIT DEPOT PARRIS ISLAND AND RECEIPT AND ANALYSIS OF THE RECOMMENDATIONS OF THE 2015 JOINT LAND USE STUDIES

WHEREAS, Marine Corps Air Station Beaufort (“MCAS Beaufort”) and Marine Corps Recruit Depot Parris Island (“MCRD Parris Island”) (together, the “Marine Corps Installations”) are major contributors to the well-being and economic prosperity of the citizens in and surrounding Beaufort County; and

WHEREAS, the mission of the Marine Corps Installations requires certain actions which, by their nature, generate impacts that can be observed outside the perimeter of MCAS Beaufort and MCRD Parris Island; and

WHEREAS, certain patterns of development, construction, and subsequent uses, if located near the Marine Corps Installations operational zones, have the potential to increase the number of persons who may find such impacts undesirable and, therefore, lead to complaints and incompatible land uses; and

WHEREAS, such patterns of development, construction, and uses are often referred to as encroachment; and

WHEREAS, encroachment has the potential to significantly impact the effective performance of the missions at the Marine Corps Installations as well as the quality of life of our citizens, community, and industry; and

WHEREAS, it is in the best interest of the citizens of Beaufort County and the citizens of the United States of America that the Marine Corps Installations perform their missions in an efficient and effective manner; and

WHEREAS, all property owners have an interest in using their property in a manner consistent with the law and with the Constitutions of the United States and the State of South Carolina; and

WHEREAS, the Marine Corps Installations, the United States Department of Defense, and Beaufort County have cooperated to protect their missions and nearby civilian lands from encroachment by several means, including, but not limited to, acquiring property and development rights, enacting ordinances, adopting and supporting land use regulations within operating zones for the benefit of the Marine Corps and the property owners and prospective owners within those zones, and enforcing recreational water safety protocols; and

WHEREAS, Beaufort County, working with the Marine Corps Installations, the United States Department of Defense, and the Lowcountry Council of Governments, have conducted a Joint Land Use Study (“JLUS”) that considers the patterns of development, construction and uses that are suitable to protect the mission of the Marine Corps Installations and to guide property owners in the use of their property so as to balance the safety and welfare of the citizens of Beaufort County with the interests of individual property owners; and

A Resolution of Support passed by the Beaufort County Council in 2017, in support of our JLUS for Marine Corps Air Station Beaufort.

How Frequently Does your Business Interact with Camp Crowder?

- A. Every Day
- B. Once a Month
- C. Once Every 6 Mos.
- D. Once a Year
- E. Never



PROJECT UNDERSTANDING

The Joint Land Use Study for Little Rock Air Force Base is important to the entire region impacted by its operations – including its over \$1.2 billion annual economic impact.

We will evaluate all existing and anticipated future impacts from and on Little Rock AFB, including within the communities listed in the RFP and the proposed 10-mile Study Area and expanded 50-mile area.

Of course, **renewable energy development is increasingly of concern** for military installations around the country. We have worked in Oklahoma, Texas, Indiana, New Mexico and nationwide with installations to plan for, prohibit, and coordinate with private energy providers with respect to proposed renewable energy projects that could impact military operations.

For example, in our recently-completed Fort Hood JLUS, we recommended a **preemptory coordination process** between Fort Hood, energy developers and the Electric Reliability Council of Texas that would allow the DOD know early in the process whether new wind energy project were being proposed anywhere in the state that could impact Fort Hood flight training.

The White & Smith Team brings unique public outreach and facilitation experience to the Compatible Use Study planning process.

Our Team Leader is a certified mediator with years of public facilitation and consensus building experience.

Our planners have worked in-house with city and county planning agencies before starting their consulting careers. We understand the public process and the political dynamic that must be navigated to get a CUS adopted and implemented.

Our military experts have served in the armed forces and worked for state-level military organizations around the country.



White & Smith is developing a Renewable Energy Intergovernmental Agreement in Northern Indiana to formalize private sector coordination with Grissom ARB prior to the DoD Military Aviation and Installation Assurance Clearinghouse process.

We know the landscape on “both sides of the fence” and, in particular, within the Air Force.

Recent experience in JLUS implementation – including at Shaw Air Force Base, Grissom Air Reserve Base, Marine Corps Air Station Beaufort, Naval Air Station Key West, and Naval Air Station Joint Reserve Base New Orleans – has given us the opportunity to apply and develop our facilitation skills in the military/local government context. It is, indeed, a context and cultural dynamic different from any other.

With Team Members that have negotiated developer agreements, intergovernmental joint planning agreements, comprehensive military plan amendments, and settlement agreements in the context of land use litigation, we are prepared to build consensus among the local governments participating in the Little Rock AFB CUS and other key stakeholders.

PROJECT APPROACH

Our Team has completed over 30 JLUS and JLUS Implementation projects around the country. Based on that experience, we have developed a scope of work and public engagement program, including a unique engagement session tailored to Little Rock AFB personnel (see [page 10](#)).

Note that our Approach and Cost Proposal are based on the Tasks as outlined in the Request for Proposal; with just a few suggested revisions to explore.

If selected, we will discuss with Dr. Price and the Policy Committee whether additional public input sessions will be helpful. For a project of this geographic magnitude and scale, we believe they may.

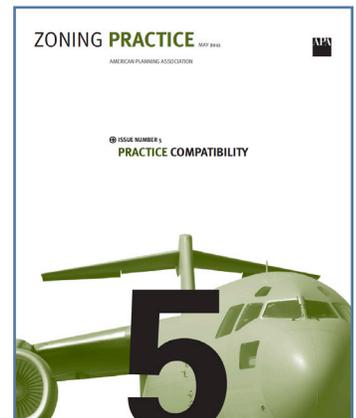
In addition, we would like to discuss whether Online/Keypad Polling tools have been helpful in this community and, if so, how we might work that into our Public Involvement Strategy in Task 1 (see Project Timeline on page 11).

Key Personnel at each firm have been working on Joint Land Use Studies and other military-related planning activities since 1995 and have developed **a personalized approach** to Compatible Use planning and implementation efforts **that go beyond the standard format.**

Our work product is always tailored to the unique needs of each client and community. For this Project, our Team and our Project Approach are distinguishable in several ways:

A CUS Specific to the Air Force Context & the State of Arkansas

Our Team recently completed land use and military compatibility projects in the region, including at Little Rock AFB, Pulaski County, and Fort Smith, in addition to Homestead Air Reserve Base, Shaw Air Force Base, Cannon Air Force Base, Joint Base Lewis-McChord, and Joint Base Andrews. We understand the particular challenges facing air installations and what is uniquely required to meet those challenges.



Team Leader Tyson Smith has published widely in the Land Use field, including recent articles related to Military Compatibility for the American Planning Association.

Emphasis on Installation Awareness

Our process includes a unique stakeholder awareness meeting tailored to ensure Little Rock AFB personnel and officials are knowledgeable of the relationship between military and civilian land uses, and how the CUS process is the first step to maintaining compatibility between the two.

Personalized Public Outreach

Our Team brings a personalized approach to its interactions with the CUS Project Sponsor, Policy Committee and Technical Committee members, Little Rock AFB officials, local planners, and members of the public who may be affected by the recommendations in the final CUS report.

Our public involvement strategy will reflect the demographics and values of each community in the CUS 10-mile and 50-mile Study Areas and our means of communicating and of public outreach will be tailored accordingly.

We take deliberate steps to ensure **adequate time allocation for each project**, put quality control measures in place to ensure our products are accurate and current, and ensure all documentation is professional and properly proofed prior to dissemination.

Finally, our Team offers a unique stakeholder session that is described in full below. This session is held during our Task 1 Kick-Off meetings and is conducted solely for the purpose of introducing Little Rock AFB personnel and aviators to the world of compatible use planning and of demonstrating its relevance to the everyday mission.

LITTLE ROCK AIR FORCE BASE

STAKEHOLDER AWARENESS AND PARTICIPATION MEETING

Military installations, like local governments, evolve in terms of visions, missions, and planning to satisfy current and future missions. The Compatible Use Study (CUS) analysis and recommendations will be informed through understanding existing conditions as well as desired future end states and plans at Little Rock AFB.

However, installations sometimes are less familiar with the relationship of community planning to day-to-day military operations. We have found that **focused interactions with military staffs early in the CUS process** facilitate meaningful engagement throughout the CUS Process.

Therefore, during our stakeholder interviews in Task 1, we will hold a more formal, extended session with personnel from Little Rock AFB in order to:

- a. Validate CUS requirements for Air Force Command information to support the CUS planning process and identify other potential issues not yet addressed or identified.
- b. Address CUS information collection needs to identify encroachment impacts to the community and to the mission.

The Little Rock AFB Awareness & Participation Meeting Agenda may include the following:

- a. Welcome and introductions
- b. Air Force encroachment issues overview per applicable Air Force guidance, including Air Force Instruction 90-2001 (updated 31 July 2019)
- c. Installation plans, processes, and studies overview that address encroachment issues
- d. Communications via community decision making and planning processes
- e. Tabletop Exercise - Identification of current and future encroachment impacts based on the installation's current studies and or plans, e.g. AICUZ Study, Installation Development Plan, etc.

Recommended Air Force Command participants may include:

- a. Commander, Command Chief Master Sergeant, or Vice Commander
- b. Installation Master Planner
- c. Environmental, Natural, and Cultural Resources
- d. Public Affairs
- e. Airfield Operations
- f. Air Traffic Control
- g. Frequency Management



PROJECT TIMELINE

In accordance with the RFP’s, “Objectives and Timeline of the Compatible Use Study,” we have prepared a detailed timeline to illustrate how our Team will meet the stated objections, well within the timeframes required by pages 7 and 8 of the RFP. In fact, based on our experience and our familiarity with the Little Rock AFB and this community, we can complete the project in 15 months.

Our Team has been assembled to ensure our Team Members have sufficient availability to complete all deliverables and project tasks identified in the RFP Scope of Work.

Based on the requirements of the RFP (pages 7 and 8), our Cost Proposal (see “Cost Proposal” Tab) and the Approach and Understanding described above, our timeline is presented below and includes estimated dates of committee and public meetings and dates of work product delivery.

The Tasks and Task Numbers in our Timeline align with the Tasks and Task Numbers in the Cost Proposal.

	2019			2020											
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1 Project Initiation & Administration															
1.1 Scope & Budget Refinement															
1.2 Review of LRAFB Plans, Land Use Policies, & Reulgations															
1.3 Project Support & Administration															
1.4 Project Website															
2 Stakeholder & Public Involvement															
2.1 Kick-Off Meetings & Installation Tour															
2.2 Public Involvement Plan															
2.3 Outreach to Public & Elected Officials															
3 Data Collection Inventory & GIS Analysis for Current and Future Scenarios															
3.1 Existing Data Evaluation & Analysis															
3.2 GIS Analysis															
4 Public Polling & Keypad Survey															
4.1 Conduct Public Polling & Keypad Surveys															
4.2 Assemble and Disseminate Survey Results															
5 Conflict & Compatibility Analysis in APZs, Noise Zones, and other Military Influence Areas															
5.1 Identify & Evaluate Conflict Areas															
5.2 Prepare GIS and Illustrated Mapping of Compatibility															
5.3 Evaluate Current, Future, and "Zoning" Compatibility															
6 Land Use Policy & Regulation Recommendations															
6.1 Evaluate and Prepare Study Recommendations															
6.2 Prepare Implementation Plan & Matrix															
7 Prepare Draft Study															
7.1 Prepare Initial Study for Staff and Committee Review															
7.2 Finalize Draft Study based on Staff & Committee Input															
8 Prepare Final Study and Adoption															
8.1 Prepare Final Study for Adoption															
8.2 Conduct Adoption Processes and Meetings															

T = Trip + Public and/or Committee Meeting(s)
D = Deliverable

TEAM EXPERIENCE

Descriptions of our past performance on Compatible Use Studies, Joint Land Use Studies, and similar projects are provided on the following pages. The box on the left side of [page 12](#) summarizes our CUS and CUS Implementation work nationwide and the box on the right summaries **our military-related work in Arkansas and the Midwest region.**



Marstel-Day is a certified Disadvantaged Business Enterprise (DBE/SWaM)

Appendix D (“Full Listing of Air Force Experience”) includes a comprehensive listing of the more than 75 Air Force bases at which we have done encroachment planning and land use compatibility work.

Pursuant to pages 26 and 27 of the RFP, we have assembled the required and relevant experience of each member firm of the White & Smith Team here. Our Air Compatibility and military projects are presented first, followed by several local land use regulatory projects recently completed in Arkansas and the region, including in Pulaski County and Fort Smith.

CUS & CUS-Related Projects

- Cannon Air Force Base
- Joint Base Lewis-McChord
- Grissom Air Reserve Base
- Homestead Air Reserve Base
- Shaw AFB/Poinsett ECR
- Joint Base Andrews
- Naval Air Station JRB New Orleans
- Marine Corps Air Station Cherry Point
- Marine Corps Air Station, Beaufort
- Fort Leonard Wood
- Camp Clark
- Camp Crowder
- Florida Keys/NAS Key West
- Fort Hood
- Fort Bragg
- Fort Jackson/McEntire JNGB
- Fort Lee
- Marine Corps Recruit Depot Parris Island
- Naval Base Kitsap

Recent Team Experience in Arkansas and the Region

- Little Rock Air Force Base**
Community Partnerships & Encroachment
- Pulaski County**
Lake Maumelle Watershed Zoning Code Update
- Fort Smith**
Land Development Regulations
- City of Enid**
Military Land Use Compatibility Zoning
- Altus Air Force Base – Altus**
Community Partnerships & Encroachment Planning
- Sheppard Air Force Base – Wichita Falls**
Community Partnerships & Encroachment Planning
- Tinker Air Force Base**
Encroachment Planning
- Vance Air Force Base**
Community Partnerships & Encroachment Planning



OUR MILITARY EXPERIENCE

Our Team members have worked on at least 15 JLUS and JLUS Implementation projects in the last 5 years, including Air Force and Reserve projects at Shaw AFB, Grissom ARB, March ARB, Beale AFB, MacDill AFB, and Seymour Johnson AFB.



REGIONAL WORK

Our work in the region has included Pulaski County, Fort Smith, Vance AFB, Oklahoma City Code Update, Fort Leonard Wood, Camp Crowder, and Camp Clark.



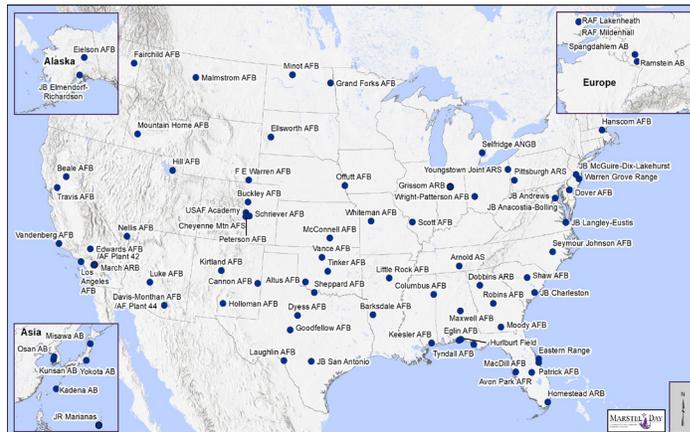
OUR CLIENTS

We represent a diverse range of clients, including cities, counties, regional agencies, and state-level planning divisions.

Our work with local governments and Air Force bases in the Midwest is extensive. We have highlighted that work specifically on the next few pages. This map illustrates our Air Force work alone..

COMPATIBLE LAND USE STRATEGIES – MORE THAN 60 AIR FORCE INSTALLATIONS

Marstel-Day has developed a Compatible Land Use Strategies (CLUS) decision support tool for the U.S. Air Force that has been used and customized at more than 60 Air Force installations to identify compatible land use solutions. This tool has been employed in each installation’s encroachment planning process to prioritize compatible land use strategies using a rigorous analysis of land use challenges, incompatible urban growth concerns, local conditions, and the potential for conservation solutions in communities and regions surrounding each installation.



involvement to identify priorities and alternative future scenarios. Each project created prioritized compatible land use plans by ranking land planning units or parcels for military importance, threats to the mission, and community interests to devise an overlay of prioritized opportunities. Results have provided installations and regional stakeholders a geographic, data-driven framework of solutions. Outcomes often include recommendations for collaboration with local land use authorities for compatible land use or opportunities to preserve lands through unique partnerships.

The CLUS leverages spatial data and stakeholder input to analyze potential land use scenarios. The process integrates rich data, valuation metrics, advanced GIS technology, and robust stakeholder collaboration to create defensible solutions. The CLUS at each installation was customized to local conditions, data, interests, and visions to provide decision support for things like ranking land areas based on user importance and priority; determining areas of risk, incompatibility, or competing land use interest; visualizing alternative future land use scenarios; and building consensus among diverse stakeholders. Results address competing interests for land use outcomes among conservation, agriculture, urban development, economics, climate change, risk management, and other systems. The CLUS also highlights opportunities where consensus can support leveraging shared stakeholder resources or knowledge to more effectively achieve interconnected goals through innovative strategies. Outcomes are used to build innovative strategies for land use compatibility and coordinated engagement.



One of the most significant challenges across the Air Force is that incompatible development has the potential to consume open space over which operators can safely fly. This can create avoidance areas, safety risks, noise challenges, and many other constraints that limit the ability of the Air Force to complete required testing, training, and operations. Marstel-Day has worked with installations and communities to identify compatible land use opportunities that enable smart growth while also preserving critical habitat and open space. We interweave deep engagement with stakeholders – government officials, nonprofit organizations, developers, and others – at local, regional, and state levels to understand motivations and identify integrated opportunities. At each installation, we have leveraged local data and extensive stakeholder

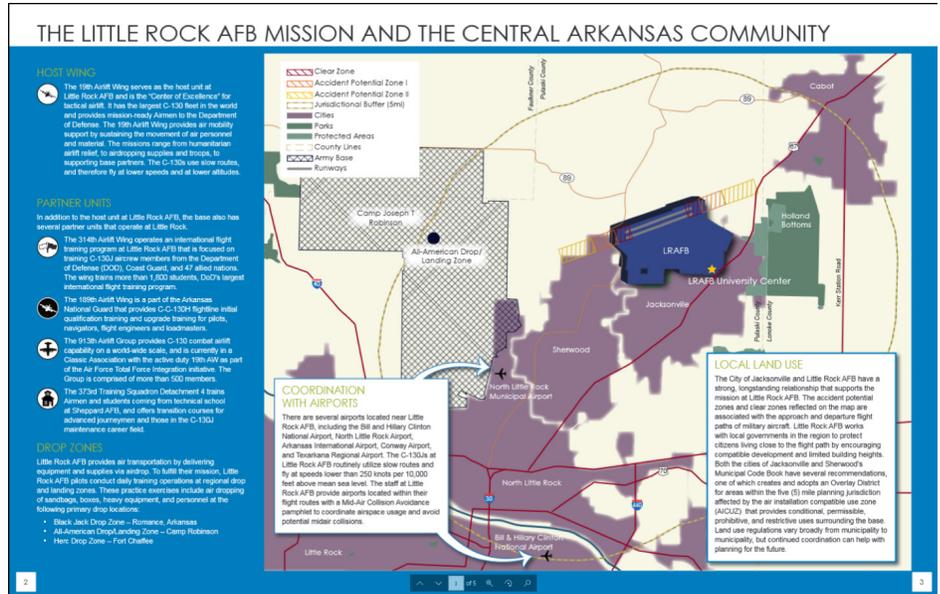


REGIONAL OVERVIEW

Our Team has extensive Air Force encroachment expertise, much of which we gained from our work in the Midwest and southwestern region, including preparation of 2017's ICEMAP for Little Rock Air Force Base. **Our work at LRAFB and at other Air Force Bases in the region is summarized here and followed by detailed descriptions of other relevant and related past projects.**

LITTLE ROCK AIR FORCE BASE ENCROACHMENT MANAGEMENT ACTION PLAN AND ICEMAP

Our Team member, Marstel-Day, LLC, prepared an Installation Complex Encroachment Management Action Plan (ICEMAP) for Little Rock Air Force Base (AFB) in 2017 that identified challenges and associated solutions for the installation and surrounding communities. The Little Rock AFB ICEMAP identified and analyzed encroachment challenges that included but were not limited to: incompatible urban growth, airspace and land restrictions, security and safety with wildlife aircraft strike hazard threats, insufficient facility entry control access points, and others.



Marstel-Day identified management actions that respond to these challenges to promote military and community sustainability, including partnership efforts among the installation and local communities for land use planning, conservation partnering, and other solutions.



ADDITIONAL AIR FORCE PROJECTS IN THE MIDWEST REGION

ENCROACHMENT MANAGEMENT ACTION PLANS

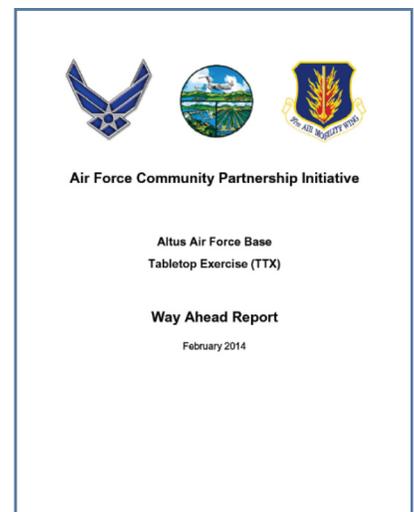
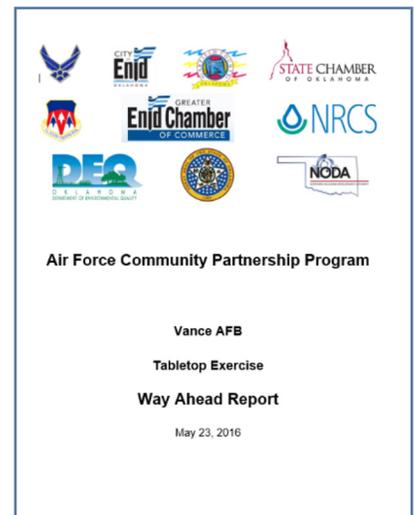
Additional ICEMAPs prepared by Marstel-Day in this region include Tinker AFB, Altus AFB, and Vance AFB in Oklahoma; Barksdale AFB in Louisiana; and Keesler AFB and Whiteman AFB in Missouri. These ICEMAPs identified and analyzed encroachment challenges that included, but were not limited to: incompatible urban growth inside and outside of AICUZ zones, noise impacts in the community, water quantity and quality, flight path interference by tall structures such as wind turbines, spectrum interference caused by wind turbines, energy compatibility and availability with wind energy development or oil and gas exploration, airspace and land restrictions, airspace compatibility for the B-52H, regional airspace congestion, and natural factors/climate effects in regards to catastrophic weather events and regional flood management.

In addition to the individual ICEMAPs, Marstel-Day developed a Regional Encroachment Management Action Plan (REMAP) for Altus AFB and Vance AFB in Oklahoma and Sheppard AFB in Northern Texas designed to address larger, regional encroachment challenges that affect all of the installations. The REMAP provides management actions designed to be executed by higher-level Air Force officials in coordination with state-and-national level stakeholders.

COMMUNITY PARTNERSHIP PROGRAMS

Marstel-Day, LLC has facilitated Air Force Community Partnership (AFCP) meetings in numerous Air Force communities throughout the United States including Vance AFB-Enid, Oklahoma, and Altus AFB-Altus, Oklahoma. The AFCP program includes facilitated meetings between AFB personnel and members of the local community, held throughout the course of a year. The purpose of the meetings was to identify and implement partnerships between the bases and the local communities that result in lower operating costs, shared resources, and/or improved quality of life among the stakeholders.

Partnerships developed during the Vance and Altus AFCP programs included sharing small arms ranges, the development of a mechanic training center of excellence with local colleges, and opening up on-base facilities for use by the community. In addition to identifying useful partnerships between the installations and the surrounding communities, the AFCP meetings, in many cases, helped foster new relationships between the base and the surrounding communities.



INSTALLATION COMPLEX ENCROACHMENT MANAGEMENT ACTION PLAN (ICEMAP)

LITTLE ROCK AIR FORCE BASE

In 2017, Marstel-Day LLC conducted an Installation Complex Encroachment Management Action Plan (ICEMAP) for Little Rock AFB. The ICEMAP identified challenges and solutions for the installation and surrounding communities to respond to concerns of incompatible use and sustainment of military testing, training, and operations. Some of the challenges identified and analyzed encroachment included incompatible urban growth that could constrain or restrict mission operations, airspace and land restrictions that create safety and noise concerns, potential for wildlife aircraft strike hazards, insufficient facility entry control access points, and others. Our team worked with the installation and engaged with local communities to understand these challenges from multiple perspectives and to identify partnership solutions that promote military and community sustainability, including efforts among the installation and local communities for land use planning, conservation partnering, and other solutions.

As part of the ICEMAP project, Marstel-Day directly engaged with Pulaski, Faulkner, White, and Lonoke Counties as well as the Cities of Jacksonville, North Little Rock, Conway, Sherwood, and Cabot. One of the most significant identified challenges included regional population growth that has been occurring much faster near the installation than in other regional locations. If not effectively planned, this growth and associated demand for new development in important areas of military aircraft use can have a direct impact on Little Rock AFB's ability to perform its mission and can also affect the safety of the communities living in those areas, such as the airfield's accident potential zones. Increasing development also has potential for significant traffic increases at the installation's two access control gates during the morning and afternoon daily commutes.

The ICEMAP identified many solutions to address these and other challenges, including working directly with the City of Jacksonville and surrounding communities to improve roads and other infrastructure, to consider land planning solutions for compatible use, and to pursue conservation partnering efforts that provide win-win solutions for the military and community partners. The ICEMAP created a framework matrix of opportunities for base leaders to engage with local communities, regional leaders, and elected officials to address encroachment and sustainment challenges facing the installation and community.

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CITY OF ENID, OKLAHOMA

While at his former firm, Mark White wrote Comprehensive Plan amendments and associated zoning amendments for this community north of Oklahoma City. The zoning amendments addressed development near a military base and included preparation of the “Airfield Environs Overlay District” regulations. The amendments established building height and design standards to protect base operations and the quality of life of civilian populations and businesses.



ON-SITE SUPPORT FOR HOMESTEAD AIR RESERVE BASE, FLORIDA

Marstel-Day provides on-site encroachment management support to Homestead Air Reserve Base. This includes, but is not limited to, interfacing with key internal and external stakeholders ranging from local elected government officials and their respective planning and legal staffs; to regional and state planning agencies; to military and other advocacy organizations; and neighboring federal agencies.

Marstel-Day participates in comprehensive and local land use planning regulations, proposed developments, and other processes that may impact the base’s mission.

This contract has been in effect since September 2013. Prior to this, encroachment support was provided with reach back support.



ALTUS AFB AND SHEPPARD AFB

In 2016, Marstel-Day completed Water Resources Management and Sustainment Plans for both Altus and Sheppard AFBs. The plans focus on assessing the overall water situation in the region and analyze measures the installations could take to mitigate or eliminate risks and strengthen the installation’s water sustainability and security. The plans address water source, water rights, climate forecast, water use, and water quality.

SHAW AIR FORCE BASE & POINSETT ELECTRONIC COMBAT RANGE, SOUTH CAROLINA

JOINT LAND USE STUDY

In 2016, the White & Smith Team conducted a Joint Land Use Study (JLUS) for the City of Sumter and Sumter County, as well as two military installations, Shaw Air Force Base (Shaw AFB) and Poinsett Electronic Combat Range (Poinsett ECR).

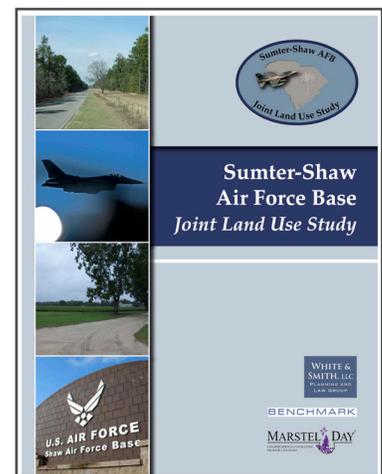
The Air Force selected Shaw AFB as one of the potential active-duty east coast operational locations

for the new F-35A Joint Strike Fighter jets. Though no decision had been made as of the time of the 2016 JLUS, there were multiple proposed scenarios for potential arrivals of the F-35As, all of which support continuation of the current primary mission of the site. If Shaw AFB receives the F-35A, overall airfield operations are expected to decrease. The usage of Poinsett ECR would also be expected to change. For example, additional airspace for the F-35As may be necessary to continue operations of Poinsett ECR at its current levels. The F-35A has generally more extensive noise impacts than those associated with the F-16 fighter jet, which is the primary aircraft operating out of Shaw AFB today. Therefore, if the F-35A were to beddown at Shaw AFB, initial studies show the sound associated with its operation could impact more lands in the region than is currently the case with the F-16. The 2016 JLUS evaluated these potential scenarios in the event the F-35A is used at Shaw AFB.



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ENCROACHMENT MANAGEMENT PLANNING

JOINT BASE SAN ANTONIO

Marstel-Day completed an Encroachment Management Planning project for Joint Base San Antonio (JBSA) that analyzed some of the most critical compatible land use threats for the installation and potential conservation partnership solutions. Our team worked directly with communities and private conservation organizations to stand up a new conservation partnership program to promote permanent solutions that leverage external funding sources to solve challenges of incompatible use.



One of the most significant challenges for JBSA was that uncontrolled urban growth in the San Antonio region was rapidly eliminating open space, destroying habitats, stressing water resources, and causing many challenges for military operations. Communities had limited land use controls, which often allowed developers to rapidly construct new buildings and infrastructure that were often incompatible with the military mission. Marstel-Day designed a successful conservation partnering program to respond to these challenges and to increase collective capacity for conservation. This project included facilitating a partnership workshop where more than a dozen community and conservation stakeholder groups identified their own unique visions and planning or conservation goals. Using that data, we identified locations with a land use nexus among military interests, conservation NGOs, counties, and cities. This effort included an innovative geographic information systems (GIS) analysis of the overlap of military compatible use requirements with partner priorities, and the resulting alignment of priorities helped to shape potential for partnership projects.

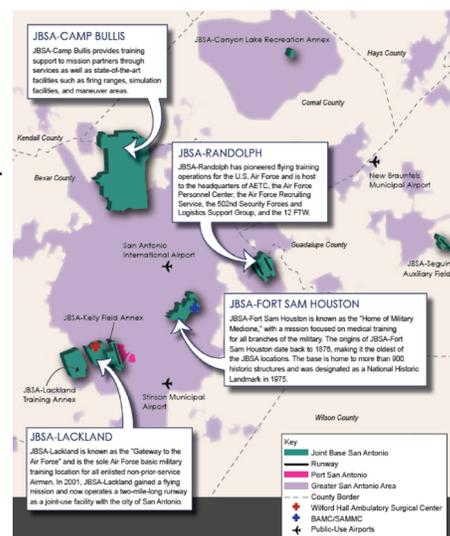
As a result of this project, conservation partnerships were developed with community partners that do not normally collaborate with the military, and consideration of planning for natural resources has become much more integrated into military decision-making processes. In partnership with Bexar County and the Green Spaces Alliance of South Texas, the JBSA has secured more than \$15 million in funding and in-kind support for conservation acquisition. Funds will be used to acquire conservation lands that meet multiple objectives for different partners, including preserving open spaces, supporting water resources, protecting habitat, and providing compatible land use in critical locations that will help to sustain the mission of JBSA.

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MARINE CORPS AIR STATION BEAUFORT & MARINE CORPS RECRUIT DEPOT PARRIS ISLAND, SOUTH CAROLINA

JOINT LAND USE STUDIES & JLUS IMPLEMENTATION

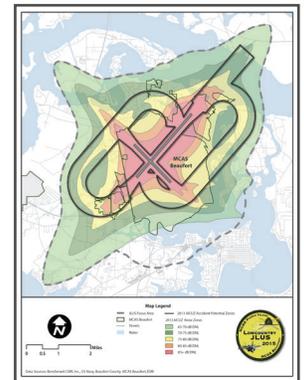
In 2015, White & Smith, Benchmark, and Marstel-Day completed Joint Land Use Studies for Marine Corps Air Station Beaufort and Marine Corps Recruit Depot Parris Island. The Air Station is transitioning from the F-18 aircraft to the F-35B, which has a different footprint than the community currently is experienced with.

We worked with the local governments, residents, and JLUS Policy and Technical Committees to develop a series of JLUS recommendations that recognize the importance not only of the military mission in the South Carolina Lowcountry, but also the special “quality of life” aspects that also must be protected.

White & Smith was hired again in 2016 to implement key components of the Joint Land Use Studies. The firm prepared:

- » Updated military zoning overlay districts to include new F-35 impact areas in three jurisdictions (Beaufort County, the City of Beaufort, and the Town of Port Royal);
- » A Memorandum of Understanding (MOU) for continued coordination and public outreach efforts related to military planning in Beaufort County;
- » Content for the Beaufort County Transfer of Development Rights (TDR) Program website;
- » Updated TDR Program forms; and
- » A Cooperative Agreement for Beaufort County & Beaufort County Open Land Trust related to the TDR Program.

Tyson Smith also conducted a public and elected officials meeting on the TDR Program.



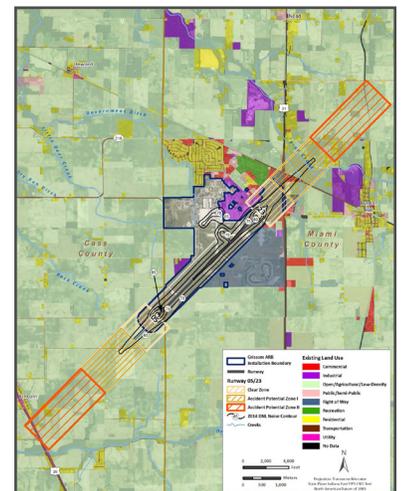
GRISSOM AIR RESERVE BASE

JOINT LAND USE STUDY & MILITARY OVERLAY ZONES

In 2017 and 2018, White & Smith, in partnership with Benchmark Planning, Marstel-Day, and American Structurepoint, conducted a Joint Land Use Study process with the Miami County Economic Development Authority, local governments, and Grissom Air Reserve Base (ARB). Grissom ARB is home to the 434th Air Refueling Wing, the largest KC-135R Stratotanker wing in the Air Force Reserve Command. The installation was realigned as a result of the 1991 Base Realignment and Closure Commission process, and is now a joint-use civil airport and military base. This was the first JLUS for Grissom ARB.

The off-base portions of the Grissom ARB Northeastern Clear Zone currently contain former Air Force and private buildings that threaten CZ compatibility. The JLUS lays out recommendations for taking immediate steps to resolve these conflicts, including through tools such as land use zoning, amortization, purchase, and relocation.

White & Smith also prepared Military Overlay Zones to address air operation influences areas near Grissom ARB. Two separate overlays were prepared – one for Miami County and one for the Town of Bunker Hill – but they operate seamlessly and each is based on the underlying AICUZ Study and Air Force Guidance. It was important, though separate legal jurisdictions, that the two programs be as consistent as possible so developers in each jurisdiction would have the same regulations to address and so review procedures for Grissom ARB personnel would be consistent among multiple jurisdictions.



CONTACT

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CAMP CLARK NATIONAL GUARD TRAINING SITE, MISSOURI

JOINT LAND USE STUDY & MILITARY COMPATIBILITY GUIDELINES

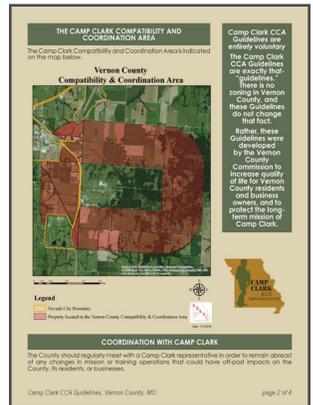
In 2014, the White & Smith Team completed a Joint Land Use Study for the Kaysinger Basin Regional Planning Commission in west central Missouri, related to the Camp Clark National Guard Training Site.

Camp Clark is located immediately adjacent to the City of Nevada in rural Vernon County, Missouri. Growth from Nevada is manageable, but is occurring in the direction of Camp Clark. However, Camp Clark is surrounded by the unincorporated lands of Vernon County, which has no zoning or building codes and has not prepared a comprehensive plan. Since the community still wishes, nonetheless, to protect the mission at Camp Clark, our Joint Land Use Study recommended a number of non-regulatory approaches to doing so that would preserve the rural nature of the area and also protect private property rights.

In 2016, White & Smith was re-hired to implement certain components of the JLUS. The firm prepared non-regulatory guidelines for a military compatibility and coordination area surrounding Camp Clark, as well as a voluntary real estate disclosure and coordination agreements for the local governments and stakeholders originally involved in the Joint Land Use Study for Camp Clark.

CONTACT

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HOMESTEAD AIR RESERVE BASE

FLORIDA MILITARY OVERLAY DISTRICT

White & Smith and Marstel-Day developed protective military overlay provisions for the Air Installation Compatible Use Zone (AICUZ) lands surrounding Homestead Air Reserve Base (HARB). That was the easy part.

The notable experience here was our successful negotiation with the elected officials of the City of Homestead in crafting a solution that now protects HARB's mission, as well as the City's economic opportunities near and within the AICUZ areas.

We met on at least 12 occasions with elected officials, the public, and one-on-one with key landowners to tailor an overlay the community could support.

Part of that solution included an authorization of the transfer of development rights from APZ-I properties to properties outside of the APZs. This protected the value of any existing development rights, while ensuring, as well, they would be used in areas away from the AICUZ zones.

In addition, we proposed an agreed upon vested rights determination process that ensured the property rights of landowners within the AICUZ areas were protected once the overlay was adopted.

Following adoption of the Overlay in September 2010, White & Smith provided ongoing services and consultation to Homestead Air Reserve Base with respect to implementation of the Overlay Districts as individual developments were proposed within the City of Homestead's jurisdiction.

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CANNON AIR FORCE BASE, NEW MEXICO

JOINT LAND USE STUDY IMPLEMENTATION

In 2013, White & Smith partnered with Benchmark Planning to carry out recommendations in the adopted Joint Land Use Study and Regional Growth Management Plan, focusing on action plans to address the changes occurring because of the Cannon Air Force Base (AFB) transition from the Air Force's Air Combat Command (ACC) to Special Operations Command (AFSOC).

White & Smith prepared a Memorandum of Understanding (MOU) to facilitate early and directly coordination between Cannon AFB and local renewable energy developers to ensure land use compatibility with flight training at Cannon. The MOU also provided for coordination with Los Alamos National Laboratory for purposes of data sharing and support.

The team worked under the direction of the Local Growth Management Committee (LGMC) that consists of Curry County, City of Portales, City of Clovis, and Roosevelt County, New Mexico.

The team also worked with key representatives from each community, Cannon AFB, and the JLUS Partnership.



C O N T A C T

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NAVAL AIR STATION JOINT RESERVE BASE NEW ORLEANS, LOUISIANA

JOINT LAND USE IMPLEMENTATION

White & Smith worked on the JLUS Implementation efforts at NASJRB New Orleans in 2013 and 2014. Among his roles in the project, Tyson Smith was the primary drafter of the Memorandum of Understanding to implement the Naval Air Station's 2011 Joint Land Use Study. We also worked on other JLUS implementation tools, including: zoning overlays, sample easements (servitudes), acquisition prioritization, real estate disclosure forms, and TDR/clustering provisions for consideration by the Steering Committees for recommendation to the elected officials in Plaquemines Parish and Jefferson Parish, each of which is impacted by the missions at NAS JRB. The JLUS Memorandum of Understanding was adopted in 2015.



C O N T A C T

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CAMP CROWDER NATIONAL GUARD TRAINING SITE, MISSOURI

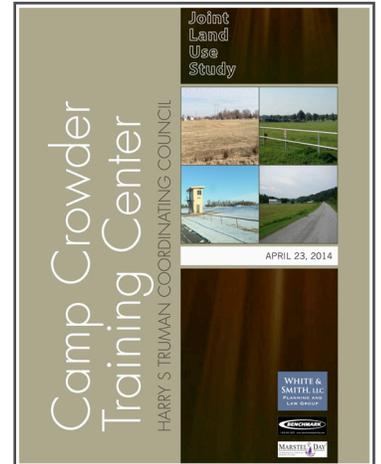
JOINT LAND USE STUDY & JLUS IMPLEMENTATION

In 2014, White & Smith, Benchmark, and Marstel-Day completed a Joint Land Use Study for the largest National Guard facility in the state of Missouri, a state that has taken proactive steps to maintain Department of Defense presence there.

Lack of restrictions on the extension of “growth-inducing” facilities, including roads, water, and sewer, have created the need to undertake a Joint Land Use Study for the lands surrounding Camp Crowder in southwest Missouri. Public outreach for the Camp Crowder JLUS included:

- » Stakeholder interviews
- » Two informational brochures
- » A project website
- » Real-time outreach polling & distributed public surveys
- » Receipt of public comment and written input

In 2016, White & Smith was hired once again to implement key components of the Camp Crowder Joint Land Use Study. Team Leader, Tyson Smith, worked on behalf of the regional planning agency to undertake outreach to landowners adjacent to Camp Crowder, as well as to prepare zoning, planning, and cooperative agreement documentation to accomplish JLUS implementation.



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NAVAL AIR STATION KEY WEST, FLORIDA

White & Smith has provided Monroe County with ongoing legal services for many years. In 2004, an Air Installation Compatible Use Zone (AICUZ) Study was completed for the local Naval Air Station, and White & Smith advised the County Attorney’s office on its obligations and opportunities related to the Naval Air Station and the AICUZ study.

Motivated in large measure by concern for public safety as well as the base’s major economic impact on the County, the County was interested in implementing an AICUZ-based airport zoning overlay for the base. However, widespread residential and some commercial development near the Station created significant base-community conflicts that have made full implementation a unique challenge.

In 2012, we helped Monroe County negotiate a state-approved amendment to its Comprehensive Plan, which adopted a Military Installation Area of Influence. The Area reflected trends in military activity off the base and the plan included coordination procedures and agreements related to development intensities.

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ACCOMACK COUNTY + NAVY SURFACE COMBAT SYSTEMS CENTER, WALLOPS ISLAND, VIRGINIA

JOINT LAND USE STUDY

In 2014, Tyson Smith was hired to assist Accomack County in the management of the Accomack County / Navy Surface Combat Systems Joint Land Use Study. Based on his prior experience preparing joint land use studies, Tyson worked with the local project administrator and consultant team to help finalize the installations Joint Land Use Study and recommendations.

In this role, Tyson reviewed draft versions of the Joint Land Use Study and provided feedback and guidance to ensure that recommendations were fully implementable and consistent with the authorities provided under Virginia Commonwealth laws. Tyson also attended steering committee meetings and met regularly with the local project administrator, seeing through the completion of the joint land use study.



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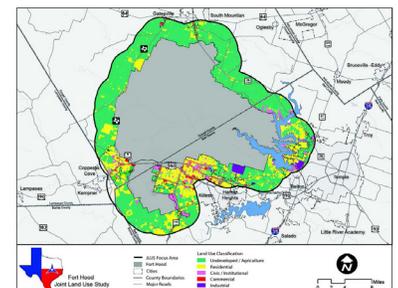
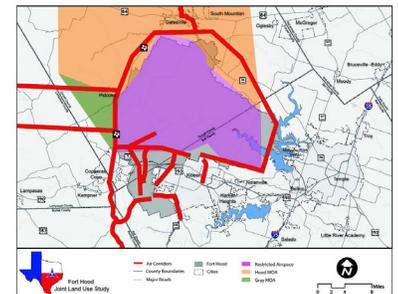
FORT HOOD

JOINT LAND USE STUDY

Benchmark and its partners White & Smith and Marstel-Day completed a Joint Land Use Study for Fort Hood, sponsored by the City of Killeen, TX. The study partners include the cities of Killeen, Copperas Cove, Gatesville, Harker Heights, Nolanville, Lampasas, Temple and Belton; the counties of Bell and Coryell; Fort Hood; and the Heart of Texas Defense Alliance.

The primary focus of the study is an evaluation of the compatibility of land use and development activity in civilian communities with air and ground operations, training, testing and power projection missions conducted at Fort Hood. The goal of the study is to identify ways that Fort Hood and the neighboring civilian communities can work together cooperatively to encourage compatible growth and help to ensure the long-term viability and sustainability of Fort Hood's mission.

As a result of the study, the Central Texas Council of Governments is currently pursuing OEA funding to begin implementation of the compatible use policy and program recommendations in the adopted JLUS.



CONTACT

LTC Stuart McLennan (USA, Retired), JLUS Project Manager
Central Texas Council of Governments

254/702.3638

jluspm@ctcog.org

FORT LEONARD WOOD JOINT LAND USE STUDY

ST. ROBERT, MISSOURI

Benchmark, in association with White & Smith completed the first Joint Land Use Study for the Fort Leonard Wood, Missouri region. Fort Leonard Wood is a 62,911 acre military base located in Pulaski County, Missouri, two miles south of Interstate 44. Fort Leonard Wood is home to the U.S. Army Maneuver Support Center (MANSCEN), where soldiers, Marines, airmen, sailors and international students from allied nations receive training. The Mission of MANSCEN is to provide the nation with value-based individuals, leaders, and teams trained in basic combat skills including chemical, engineer, military police and transportation disciplines.

The Fort Leonard Wood Joint Land Use Study (JLUS) identified existing and future land use conflicts between the civilian population and the military installation. The JLUS resulted in recommendations that have been endorsed by the local governments in the region to mitigate and prevent potential conflicts. The goal of the study was to ensure that Fort Leonard Wood can continue to successfully conduct its mission, while simultaneously protecting the development interests of adjoining communities. The regional study included Pulaski, Phelps, Texas, and Laclede counties and the cities of Waynesville and St. Robert.

C O N T A C T

Joe Driskill, Missouri Military Advocate
575/526.0186
joe.driskill@ded.mo.gov



2014 Innovation Award
National Association of
Development Organizations

FORT BRAGG JOINT LAND USE STUDY

FAYETTEVILLE, NORTH CAROLINA

Benchmark Planning, with partner firms White & Smith and Marstel-Day, recently completed the 2018 Fort Bragg Joint Land Use Study. Among the major accomplishments were the establishment of a revised land protection rating system and process for compatibility review for land uses within a five-mile area surrounding Fort Bragg. The study also identified the need for updated noise contours, which were developed by the Army Environmental Health Command early in the process to replace an older noise study from 2002. In addition, 29 recommendations were developed to guide the implementation of the JLUS. A total of 8 areas of recommendation were identified as high priorities with 11 specific strategies being funded by the Office of Economic Adjustment for implementation.

In addition to the 2018 JLUS, Benchmark's President, Jason Epley, co-authored the 2003 Fort Bragg Joint Land Use Study while working for the NC Department of Commerce. During that study process, Mr. Epley, worked with the Center for Geographic Information and Analysis to develop the first regional GIS database of its kind in North Carolina for the seven county area around Fort Bragg, which has since expanded to cover eleven counties in support of county-wide and regional planning efforts (Visit: www.sandhillsgis.com). The 2003 study process has led to many implementation efforts that have been highlighted in several publications by OEA. Benchmark's Vagn Hansen, while also working for the NC Department of Commerce, assisted with the preparation of the 2008 JLUS update, which built on the success of the 2003 JLUS and expanded the scope of the regional planning and analysis to the current 11 county area around the installation. Today, Fort Bragg continues to be recognized as a national leader in compatibility planning based on these successful regional planning efforts and the implementation projects that followed them.

C O N T A C T

James Dougherty, Executive Director
Regional Land Use Advisory Commission
910/583.1233
director@rluac.com

PULASKI COUNTY, ARKANSAS

WATERSHED ZONING

White & Smith prepared a comprehensive zoning code for the Lake Maumelle watershed and assisted in developing the land use plan for that area. The zoning code is designed to protect the water quality for the Little Rock region. As the County's first zoning regulations, the project involved numerous stakeholder meetings with local property owners and a large landowner and stakeholder and Planning Commission presentations. The ordinance included basic use, setback and coverage regulations along with stream corridor protection and low impact and conservation development regulations. The code was adopted in 2013.



FORT SMITH, ARKANSAS

LAND DEVELOPMENT REGULATIONS

The City of Fort Smith (population 80,268) hired HNTB to draft a Master Land Use Plan, Master Street Plan, Neighborhood Plans, and updated Land Development Regulations. As part of this task, HNTB drafted zoning and design regulations and Mark White prepared subdivision and sign regulations. The regulations have been consolidated into a Unified Development Ordinance (UDO).

Timeline: July 2003 – October 2005



REFERENCES

LETTERS OF REFERENCE CAN BE FOUND IN APPENDIX E



SHAW AIR FORCE BASE JOINT LAND USE STUDY

GEORGE MCGREGOR, AICP, DIRECTOR
SUMTER CITY-COUNTY PLANNING DEPARTMENT

803/774.1606

gmcgregor@sumter-sc.com



GRISSOM AIR RESERVE BASE JOINT LAND USE STUDY

JIM TIDD, EXECUTIVE DIRECTOR
MIAMI COUNTY ECONOMIC DEVELOPMENT AUTHORITY

765/689.0159

jtidd@miamicountyeda.com



MCAS BEAUFORT & MCRD PARRIS ISLAND JOINT LAND USE STUDY & JLUS IMPLEMENTATION

GINNIE KOZAK, PLANNING DIRECTOR
LOWCOUNTRY COUNCIL OF GOVERNMENTS

843/473.3958

gkozak@lowcountrycog.org



HOMESTEAD AIR RESERVE BASE MILITARY OVERLAY ZONING DISTRICT & ONGOING CONSULTATION

LAWRENCE VENTURA, JR., 482 MSG/CEV
CHIEF, ENVIRONMENTAL FLIGHT

786/415.7163

lawrence.ventura@homestead.af.mil



PULASKI COUNTY

VAN MCCLENDON, DIRECTOR
PLANNING & DEVELOPMENT

501/340.8260

vmcclendon@pulaskicounty.net



AIR FORCE CIVIL ENGINEER CENTER

CHARLES CYR, AICP, CHIEF,
COMPREHENSIVE PLANNING DIVISION

210/395.8825

charles.cyr@us.af.mil



ASSIGNED STAFF

White & Smith is teamed with long-term colleagues, Benchmark and Marstel-Day, to complete the JLUS for Little Rock Air Force Base and the surrounding communities.

Our Team brings planning, military, communications, GIS analytical, and legal expertise to this project.

Our Team brings considerable experience in key areas of compatibility, including:

- » Project and Community Outreach
- » Land Use Evaluations and GIS Analysis
- » Policy and Legal Assessments
- » Code Drafting and Planning
- » Compatibility and Mitigation Planning

Tyson Smith, of White & Smith, will be the team leader and will be the point of contact for Dr. Price and other CUS participants and stakeholders. Tyson will attend all meetings on-site as well and may be joined by Mark White on occasion, who leads our Kansas City office.

Vagn Hansen, from Benchmark Planning, another of Tyson's longtime collaborators, also will attend most meetings and will lead the effort for Benchmark Planning.

Finally, Phil Huber, an Air Force subject matter expert from Marstel-Day, will join Tyson and Vagn as well and will work with Jason Winner to support the study and management the project website. Note that our Kick-Off meetings will include a focus group session that Phil will conduct, solely for the benefit of air personnel and officials at Little Rock AFB. This "face-to-face" component of our Air Force projects introducing operational personnel to the CUS process and clarifies its relevance to their day-to-day mission. This stakeholder session is described on [page 10](#).

Resumes for all key personnel are included in [Appendix A](#) and SF330 forms are in [Appendix C](#).

- » **White & Smith**, with offices in Kansas City and Charleston SC, brings certified land use planners and planning attorneys to its Joint Land Use Studies around the nation.
- » **Benchmark** has offices in St. Louis and Charlotte, and currently employs twenty employees and planners. Benchmark's award-winning team of veteran planners develop solutions to complex community and regional planning issues, with an emphasis on comprehensive planning, urban design, public participation, and military planning.
- » **Marstel-Day** has offices throughout the country, including in Texas, Virginia, and California, with over fifty personnel on staff. Marstel-Day is a certified woman-owned business with a professionally diverse staff of researchers, analysts, planners, scientists, natural resources managers, real estate experts, website developers & managers, and GIS professionals.

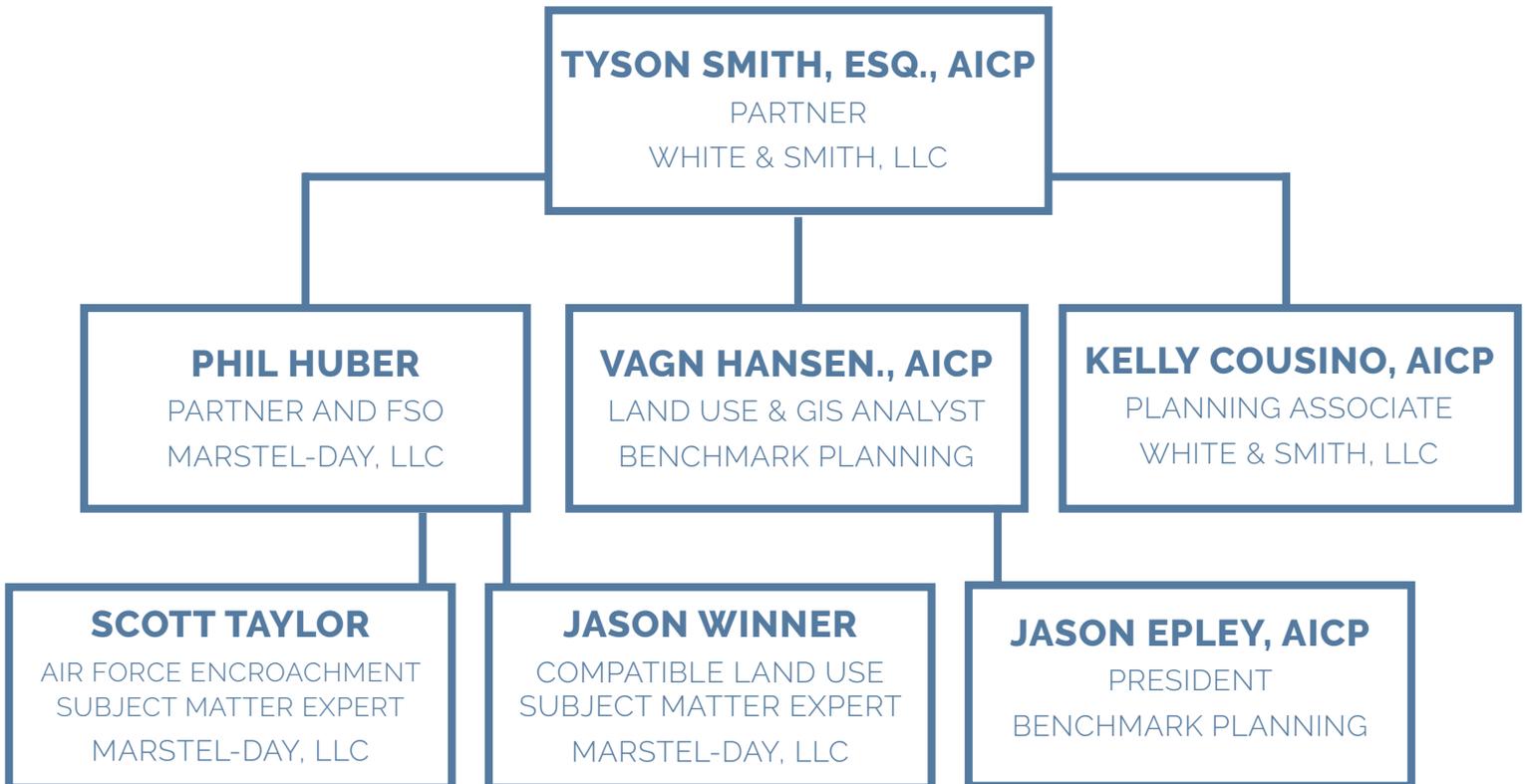
WE HAVE WORKED TOGETHER ON OVER 30 JLUS AND JLUS IMPLEMENTATION PROJECTS AROUND THE COUNTRY.



White & Smith just kicked-off the Implementation Phase for the JLUS it completed for Grissom ARB in 2018

"Thank you and your team for an outstanding job!! It was great working with you on this project. I can see why you came very highly recommended during our reference checks. Everyone one on our committees were very impressed with the team's work and professionalism."

**Jim Tidd, Executive Director
for Grissom Air Reserve Base JLUS (2018)**



Tyson Smith has over 27 years of experience as a city and county planner, planning consultant, and attorney, focused entirely on governmental relations and community planning.

Tyson also is a certified mediator and expert at public facilitation and mutual problem solving.

His military-civilian experience is extensive, starting in 1992 as a county planner in the Florida Keys, home to Naval Air Station Key West. He brings experience from around the country preparing Joint Land Use Studies, Military Overlay Zones, and other JLUS implementation tools.

Each year, Tyson instructs planners, attorneys, and law students on land use law, including preparation for the legal component of the American Institute of Certified Planners exam, the bi-annual Case Law update for the state APA chapter, and as a guest lecturer at the Charleston School of Law.

Before beginning his consulting career, Tyson was a planner with the Monroe County Division of Growth Management in the Florida Keys. He later served as the Assistant City Planner for the City of Key West, Florida. In these positions, Tyson gained experience in matters of military coordination, affordable housing, growth management, residential/commercial land use compatibility, transportation, and concurrency.



TYSON SMITH, ESQ., AICP
TEAM LEADER

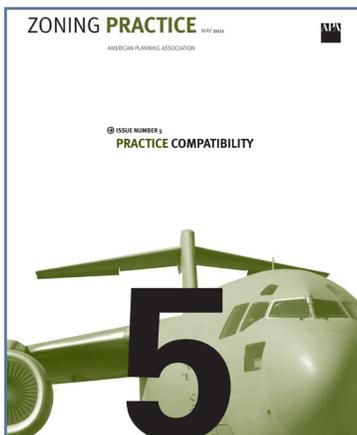
EDUCATION

Juris Doctor
University of Florida

Master of Urban & Regional Planning
University of Florida

Bachelor of Arts, Economics
University of North Carolina
at Chapel Hill

RELEVANT PUBLICATIONS



Land Use Compatibility Near Military Bases, Zoning Practice (American Planning Association); May 2011 (with Appel).

Compatible Land Use Near Military Installations, Planning and Environmental Law (American Planning Association); April 2011 (with Appel).

What Koontz v. St. Johns River Water Management District means for Planners...for Now, Zoning Practice (American Planning Association); October 2013.

Legal Aspects of Conservation Easements: A Primer for Transportation Agencies, Legal Research Digest: 60 (Transportation Research Board); October 2013.

RECENT RELEVANT EXPERIENCE

- » Shaw Air Force Base Joint Land Use Study
- » Cannon Air Force Base JLUS Implementation
- » Grissom Air Reserve Base Joint Land Use Study and Implementation
- » Homestead Air Reserve Base JLUS Implementation
- » Joint Base Andrews JLUS Implementation
- » Marine Corps Air Station Beaufort Joint Land Use Study and Implementation
- » Fort Leonard Wood Joint Land Use Study
- » Marine Corps Air Station Cherry Point JLUS Implementation
- » Naval Air Station Key West JLUS Implementation
- » Camp Clark Missouri Joint Land Use Study and Implementation
- » Naval Air Station JRB New Orleans JLUS Implementation
- » Accomack Wallops Flight Facility JLUS Project Manager
- » Joint Base Lewis-McChord JLUS Implementation & Outdoor Lighting Study
- » Military Ocean Terminal Sunny Point Joint Land Use Study
- » Camp Crowder Missouri Joint Land Use Study and Implementation
- » Fort Hood Joint Land Use Study
- » Fort Bragg Joint Land Use Study and Implementation



TYSON RECENTLY PRESENTED AT THE ADC CONFERENCE IN D.C. AND ON LEGAL ISSUES SURROUNDING COMPATIBILITY PLANNING AT THE NATIONAL PLANNING CONFERENCE



THE WHITE & SMITH TEAM RECENTLY COMPLETED THE JOINT LAND USE STUDY AT SHAW AIR FORCE BASE, AND SUCCESSFULLY IMPLEMENTED THE JLUS-RECOMMENDED OVERLAY AT HOMESTEAD ARB.

Kelly brings over 15 years of local government experience to White & Smith's planning projects. She is skilled at the local government process and, in particular, interfacing with the public and appointed and elected officials.

Kelly brings experience assisting citizens, business owners, developers, engineers, architects, and real estate professionals with interpretation and application of Zoning Code and Land Development Regulation requirements.

Kelly has contributed to a number of Joint Land Use Study and JLUS Implementation projects, including drafting military overlay zoning districts.

RELEVANT EXPERIENCE

- » Grissom Air Reserve Base Joint Land Use Study (JLUS) and Implementation
- » Marine Corps Air Station Cherry Point JLUS Implementation
- » Joint Base Lewis-McChord JLUS Implementation & Outdoor Lighting Study
- » Military Ocean Terminal Sunny Point Joint Land Use Study
- » Fort Bragg Joint Land Use Study and Implementation
- » Camp Clark Missouri JLUS Implementation
- » Camp Crowder Missouri Joint Land Use Study Implementation

PROFESSIONAL AFFILIATIONS

Member, American Institute of Certified Planners

Member, American Planning Association



KELLY COUSINO, AICP
PLANNING ASSOCIATE
WHITE & SMITH

EDUCATION

Master of Public Administration
Appalachian State University

Bachelor of Arts,
Environmental Studies
University of North Carolina
at Wilmington

S. Mark White is a planner and attorney recognized as an expert in zoning and subdivision law, form-based zoning and New Urbanism, land use and takings litigation, housing, development of comprehensive growth management plans, and implementation systems. He has over 25 years of experience representing clients at every level of city, state, and local governments.

Mark is a former partner of Freilich, Leitner & Carlisle. While in law school, Mark was a Research Editor for the North Carolina Journal of International Law and Commercial Regulation, and worked at the Department of City and Regional Planning as a Research Assistant in the Center of Urban and Regional Studies. He is a former President of the board of directors of the nonprofit community development group Westside Housing Organization, and is a member of the North Carolina and Missouri Bars. In 2010, Mark was a member of the leadership team for the City of Lee's Summit's Livable Streets Committee. The Committee won passage of a Livable Streets Resolution by the City Council – the first in the Kansas City region.

Mark is also a frequent speaker at the national meetings of the American Planning Association, the American Center for National and International Law, the Congress of New Urbanism, the University of Wisconsin, and various other professional organizations.



MARK WHITE, ESQ., AICP
REGIONAL PROJECT SUPPORT

EDUCATION

Juris Doctor
University of North Carolina
at Chapel Hill

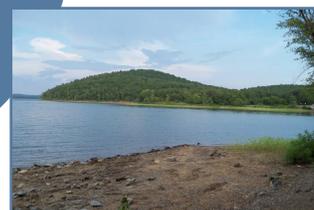
Master of Regional Planning
University of North Carolina
at Chapel Hill

Bachelor of Arts, magna cum laude,
History/Political Science
Bethany College



MARK PREPARED THE "AIRPORT ENVIRONS OVERLAY DISTRICT" FOR THE CITY OF ENID, WHICH ENCOMPASSES THE LANDS IMPACTED BY VANCE AIR FORCE BASE.

IN 2013, MARK HELPED COMPLETE THE ZONING CODE FOR THE LAKE MAUMELLE WATERSHED AND ASSISTED IN DEVELOPING THE LAND USE PLAN FOR THAT AREA OF PULASKI COUNTY.



PUBLICATIONS

Using Adequate Public Facilities Ordinances for Traffic Management (American Planning Association).

State and Federal Planning Legislation and Manufactured Housing: New Opportunities for Affordable, Single-Family Shelter (The Urban Lawyer).

The Interaction of Land Use Planning and Transportation Management: Lessons from the American Experience (with Freilich) (Transport Policy).

Affordable Housing: Proactive and Reactive Planning Strategies, Planning Advisory Service Report No. 441 (American Planning Association).

A 21st Century Land Development Code (American Planning Association); 2008.

Contributor, A Legal Guide to Urban and Sustainable Development for Planners, Developers and Architects (Wiley); 2008.

Writing Defensible Codes (The Commissioner); Winter 2006.

Unified Land Management Codes (Municipal Lawyer); August 2006.

Development Codes for Built Out Communities, Zoning Practice (American Planning Association); August 2006.



MARK IS CO-AUTHOR AND CONTRIBUTOR TO SEVERAL RECENT NATIONAL PUBLICATIONS ON NEW URBANISM, SUSTAINABILITY, AND ZONING AND DEVELOPMENT CODES.

Mr. Hansen brings 15 years of experience in the planning profession to Benchmark's consulting team. He has held planning positions with both large and small municipalities, worked as a planning consultant for the NC Department of Commerce and has been in private practice with Benchmark for the last 10 years. Mr. Hansen specializes in military planning, comprehensive planning, geographic information systems, and land use regulations.

Mr. Hansen's military planning experience includes 15 Joint Land Use Studies and JLUS Implementation projects in seven different states. While working for the NC Department of Commerce, Mr. Hansen also served as an advocate and advisor on military land use compatibility issues,



helped to administer the Sandhills GIS database for the Fort Bragg region, including service on the board of the Fort Bragg Regional Land Use Advisory Commission and the land use team of Sustainable Sandhills.

A primary focus of his practice is performing complex spatial analyses to help clients make informed decisions on land use, infrastructure, and annexation policies. He brings these strong analytical skills to the JLUS process to identify and develop mitigation strategies for land use compatibility and encroachment issues. In addition to his work for public sector clients, Vagn also works with private sector clients to prepare and analyze site development plans, assisting with land use entitlement, financial analysis and urban design issues.

PROFESSIONAL AFFILIATIONS

Member, American Institute of Certified Planners

Member, American Planning Association



VAGN HANSEN, AICP

GIS ANALYST
BENCHMARK

EDUCATION

Master of Arts, Applied Geography
University of North Carolina
at Greensboro

Bachelor of Arts, Geography
University of North Carolina
at Wilmington

RELEVANT EXPERIENCE

- » Fort Hood JLUS
- » Fort Lee JLUS
- » MCAS Beaufort JLUS
- » MCRD Parris Island JLUS
- » Fort Jackson JLUS Implementation
- » McEntire JNGB JLUS Implementation
- » Cannon AFB JLUS Implementation
- » Camp Crowder JLUS
- » Camp Clark JLUS
- » Fort Leonard Wood JLUS
- » Shaw AFB JLUS
- » Fort Bragg JLUS
- » Grissom ARB JLUS
- » MOT Sunny Point JLUS

Mr. Epley brings 20 years of national experience in the planning profession to Benchmark's consulting team. Currently the President of Benchmark CMR, Inc., Jason's past positions have included working with municipal, county, regional and state government planning programs throughout North Carolina. He specializes in comprehensive planning, military planning (Joint Land Use Studies), urban design, public involvement, and meeting facilitation. Jason brings additional expertise and experience with downtown development and design, and currently serves in the role of Executive Director of the North Carolina Downtown Development Association. He has a wealth of experience helping communities develop meaningful plans and sound implementation strategies through ordinance preparation and adoption, with project experience in well over 100 communities across the country.



JASON M. EPLEY, AICP

BENCHMARK

EDUCATION

Master of City & Regional Planning
Clemson University

Bachelor of Arts, Geography
University of North Carolina
at Greensboro

RELEVANT EXPERIENCE

- » Shaw Air Force Base JLUS
- » Cannon Air Force Base JLUS Implementation
- » Grissom Air Reserve Base JLUS and Implementation
- » Marine Corp Air Station Beaufort JLUS and Implementation
- » Fort Leonard Wood JLUS
- » Camp Clark JLUS and Implementation
- » Military Ocean Terminal Sunny Point Joint Land Use Study
- » Camp Crowder JLUS and Implementation
- » Fort Hood JLUS
- » Fort Bragg JLUS and Implementation



Specifically related to this project, Mr. Epley has prepared numerous Joint Land Use Study projects including two award winning JLUS projects prepared for Fort Bragg, NC and Fort Leonard Wood, MO. Mr. Epley has a long history of serving

communities in the Fort Bragg region, including heading the Fayetteville office of the North Carolina Department of Commerce's Division of Community Assistance, and serving on numerous boards and committees, including the Regional Land Use Advisory Commission, Sustainable Sandhills, and the NC Partnership for Defense Innovation.

PROFESSIONAL AFFILIATIONS

Member, American Institute of Certified Planners

Member, American Planning Association

Executive Director, NC Downtown Development Association

Member, National Society of Certified Public Managers

Member, National Trust for Historic Preservation

Mr. Huber has more than 49 years of military, federal government civil service, and private sector consulting experience. He has worked for Marstel-Day since 2002 and is responsible for the firm's Encroachment and Sustainment Program portfolio. His portfolio encompasses a broad range of local, regional, and national issues and associated conflicts. The issues include, but are not limited to, urban sprawl pressures; operational noise impacts; competition for air, land, water, space and frequency spectrum; air and water management and control issues; natural and cultural resource impacts; trespassing; socio-economic impacts; and other issues that occur primarily between the U.S. military and their multiple neighbors and stakeholders. Mr. Huber's approach to addressing these issues is holistic, deliberate, and collaborative. He approaches problem resolution through the use of programmatic approaches that identifies multiple courses of actions. In doing so, Mr. Huber evaluates and considers all aspects of the military and stakeholders' strategies, policies, programs, plans, resource allocations, education and training requirements, reporting and information management activities, and their efforts at conducting outreach and engagement activities.

Particularly noteworthy is his oversight of many projects that focus on encroachment issues, problem resolution, and mission sustainment on a landscape scale concurrent with protecting the

economic livelihood of communities and working landowners. The

goal is to establish partnerships through improved communications, establishment of mutual planning and compatible land use objectives, the purchase of easements, revisions to land use regulations, and improved inter-service and interagency interactions.

Mr. Huber has served and managed many client needs while working at Marstel-Day. He has provided oversight of a number of Joint Land Use Studies prepared in partnership with White & Smith, offering expertise on stakeholder involvement, civilian-military partnerships, and land use compatibility challenges.



PHIL HUBER

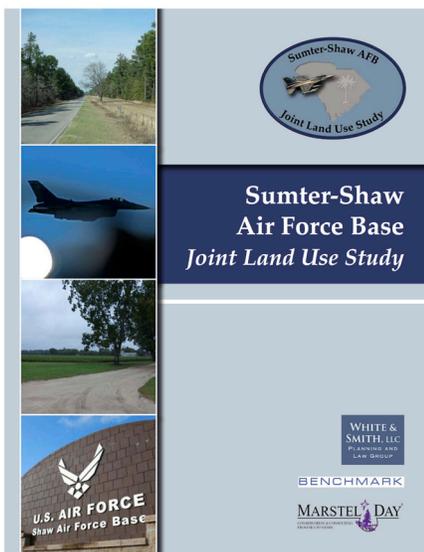
PARTNER, MARSTEL-DAY

EDUCATION

Master of Science, Natural Resourcing
Industrial College of the Armed Forces,
National Defense University
Washington, D.C.

Master of Business Administration
Jacksonville State University

Bachelor of Science, Forest Science
Pennsylvania State University



Mr. Huber has managed numerous projects and developed comprehensive programs for all of the DoD Services as well as the Office of the Secretary of Defense. He is credited with helping to establish the Marine Corps, Navy, and Air Force encroachment programs, as well as developing needed analytical frameworks and tools for conducting encroachment, real estate and legislative and regulatory assessments and reviews. Mr. Huber has produced for clients strategies, policies, decision support tools, training modules, and comprehensive analyzes and plans; and he has conducted and facilitated many partnering and management workshops throughout the United States.

RECENT EXPERIENCE

- » Little Rock Air Force Base ICEMAP
- » Strategic Basing
HQ Air Force DCS Strategic Plans and Programs
Washington, D.C.
- » Air Force Encroachment Management Program
HQ Air Force, Washington, D.C.
- » Air Force Encroachment Management ICEMAPs
HQ Air Force, Washington, D.C.
- » Shaw Air Force Base Joint Land Use Study
- » Cannon Air Force Base JLUS Implementation
- » Homestead Air Reserve Base JLUS Implementation



THE WHITE & SMITH TEAM RECENTLY COMPLETED JOINT LAND USE STUDIES AT TWO ARMY NATIONAL GUARD FACILITIES IN WESTERN MISSOURI.

Mr. Winner leads Marstel-Day's Compatible Land Use program, leveraging land planning solutions that engage diverse stakeholders and protect critical resources. He has 20 years of experience in compatible land use analysis, conservation planning, stakeholder engagement, project management, and development of decision support tools. Mr. Winner has significant experience analyzing military land use compatibility and identifying a nexus of military and community interests for land use policy, sustainability, and environmental planning. He is a leader in facilitating diverse conservation partnerships that leverage multiple funding sources, including collaborations among the Department of Defense, communities, nongovernmental organizations, and private interests that have successfully acquired over \$20 million in funding. He was the primary author of collaborative military policies for the San Bernardino County General Plan, including creation of a military overlay district with analysis of complex airspace features throughout the county. Mr. Winner manages projects for encroachment management, compatible land use planning, sustainable landscapes, climate resilience, and military airspace analysis. He supported the Little Rock AFB ICEMAP with guidance on land use planning solutions, and development of partnership projects among military installations, local communities, and private conservation organizations.

Prior to joining Marstel-Day, Mr. Winner worked in consulting and nonprofit leadership positions for land planning, conservation, and GIS. His adaptation planning project in the Hudson River estuary has been extensively used for community planning efforts and is highlighted as a conservation case study by the Land Trust Alliance. Mr. Winner led planning and stakeholder engagement for the New York City / Hudson Valley Foodshed Conservation Plan, which has been implemented into the NY Open Space Plan and has been allocated significant funding for action. He has extensive experience leading projects to implement smart growth initiatives and sustainable development solutions that provide compatible land use and protect critical resources. Mr. Winner is regularly invited to national conferences to present work for conservation partnering and compatible land use solutions.

SELECTED EXPERIENCE

Little Rock Air Force Base ICEMAP
Compatible Land Use Subject Matter Expert

Tyndall Air Force Base ICEMAP
Compatible Land Use Lead

Marine Corps Installations East (MCIEAST)
Regional Encroachment Control Plan
Compatible Land Use Lead

Marstel-Day Air Force ICEMAP Portfolio
Compatible Land Use Subject Matter Expert

Military Element for San Bernardino County General Plan
Project Leader



JASON WINNER, RLA, GISP, LEED™ AP

COMPATIBLE LAND
USE SUBJECT
MATTER EXPERT
MARSTEL-DAY

EDUCATION

Master of Business
Administration
Management Information
Systems
Wilmington (DE) University

Bachelor of Science
Landscape Architecture
University of Kentucky

PROFESSIONAL CERTIFICATIONS & REGISTRATIONS

Certified GIS Professional
Certificate No. 29850

Registered Landscape
Architect, State of Florida
License No. 6666746

Leadership in Energy and
Environmental Design
Accredited Professional
License No. 10259703

RECENT JOINT LAND USE STUDIES

Grissom Air Reserve Base
Peru, IN

Fort Bragg
Fayetteville, NC

Scott Taylor brings 28-years of military and corporate leadership to the Marstel-Day team, the foundation of which is his fluency in all aspects of military and civil aviation. This expertise reflects his worldwide experience as an Air Force command pilot, a commercial airline pilot, and his aviation policy work.

Scott helps Marstel-Day clients forge collaborative alliances and prioritize institutional resources to successfully meet diverse operational requirements through performance-based, mission-focused management.

From 2009 to 2012, Scott served as Deputy Division Chief and one of the initial cadre charged by the Secretary of the Air Force with developing the policy for and establishing the Air Force Strategic Basing process, applicable to all basing decisions at Air Force installations worldwide.

Scott was an Encroachment Subject Matter Expert focused on developing the policy for and implementing the Air Force Encroachment Management Program. Contributions include developing an Air Force Instruction and Handbooks, providing staff support to the Director, Air Force Encroachment Management and serving as a liaison to the DoD Siting Clearinghouse for evaluation of mission impacts from renewable energy and energy transmission projects.

Since 2012, Scott has served as a Subject Matter Expert for worldwide Installation Complex Encroachment Management Action Plans (ICEMAPs), which includes (list not inclusive): Hill AFB and the UTTR, Kadena AB, Ramstein AB, Spangdahlem AB, UK Prototype, MacDill AFB and Avon Park AFR, Tyndall AFB, FL, JB Charleston, FE Warren AFB, Whiteman AFB, New Jersey ANG and Warren Grove Range, Moody AFB, Homestead ARB, and Little Rock AFB. Analytic focus was on Air Space, Noise and Safety, Frequency, and Compatibility issues. These ICEMAPs are integral to the Air Force encroachment management program implemented through AFI 90-2001. They identify opportunities for base leaders to work with local communities, regional agencies and elected officials to address encroachment and sustainment challenges facing their installations.

SELECTED EXPERIENCE

Strategic Basing
HQ Air Force DCS Strategic Plans and Programs
Washington, D.C.

Air Force Encroachment Management Program
HQ Air Force
Washington, D.C.

Air Force Encroachment Management ICEMAPs
HQ Air Force
Washington, D.C.



SCOTT TAYLOR

AIR FORCE ENCROACHMENT
SUBJECT MATTER EXPERT

MARSTEL-DAY

EDUCATION

Master of Science
National Security Strategy
U.S. Air Force
Air War College

Bachelor of Arts
Asian Studies - Chinese
Florida State University

PROFESSIONAL CERTIFICATIONS & REGISTRATIONS

Airline Transport Pilot
FAA and ICAO

U.S. Air Force
Command Pilot



Sumter City-County Planning Department

DERON L. MCCORMICK
CITY MANAGER

GEORGE K. MCGREGOR
PLANNING DIRECTOR

GARY M. MIXON
COUNTY ADMINISTRATOR

September 2, 2019

Re: White & Smith Planning and Law Group Recommendation

To Whom It May Concern:

I was the local project manager for a Joint Land Use Study in 2016, which White & Smith and its partners completed for Shaw Air Force Base in Sumter County, South Carolina. Not only was the project performed thoroughly and capability, but also on time and on budget.

Tyson Smith led his team of experts on the project. Each was responsive, easy to work with, and communicated well with my staff, our elected officials, and local community members. Their presentations were professional and well-received and White & Smith work products were always well done, properly proofed, and provided to us when he said they would be.

Even following the close of the project, Tyson and the team have made themselves available to answer questions and provide guidance to staff during implementation.

I highly recommend Tyson and White & Smith to you. Please feel free to contact me directly if you would like to discuss our work with the firm in more detail.

Sincerely,

George McGregor, AICP
Director

September 3, 2019

To Whom This May Concern:

It is my pleasure to recommend the White & Smith Planning and Law Group as a consultant for legal and land use services as they pertain to Joint Land Use Study surrounding a Department of Defense installation.

The Harry S Truman Coordinating Council retained the services of White & Smith, with Tyson Smith serving as the primary point of contact and consultant, on a JLUS project in southwest Missouri. Fort Crowder/Camp Crowder was constructed in the early 1940s, as the United States Department of Defense geared up for its involvement in World War II. Crowder served as a training facility for the US Army Signal Corps. Currently, the few thousand acres of land and few buildings retained by the Department of Defense are being used by the Missouri National Guard as a training facility.

In 2013, HSTCC began facilitating meetings with key community leaders and stakeholders to discuss the appropriate and applicable land use in the Camp Crowder area. Working with White & Smith, the group developed a Joint Land Use Study, which delivered a community plan for preserving the Missouri National Guard's mission, as well as the objectives of the parcel owners surrounding the defense property.

White & Smith were key to the discussion and discovery of facts and ideas for protecting the installation and the rights of the surrounding landowners.

In 2015, HSTCC again procured the services of White & Smith to develop an implementation plan for the JLUS. Their deep knowledge of, and experience with, land use planning, particularly in regard to Department of Defense lands and installations, was instrumental in delivering options to two counties and two communities for land use design.

I would highly recommend White & Smith for any land use planning, but most certainly that which involves a Joint Land Use Study. Thank you for your consideration of this letter of recommendation.

Sincerely,



Jill Cornett, Executive Director



Regional Land Use Advisory Commission
PO Drawer 1510
Fayetteville, NC 28302

September 5, 2019

RE: Letter of Recommendation for Benchmark Planning and White & Smith

To whom it may concern:

As the Executive Director of the Fort Bragg Regional Land Use Advisory Commission, I am writing to express my highest recommendation for the Benchmark Planning and White & Smith compatible land use planning team. Benchmark and White & Smith recently completed our 2018 Fort Bragg Joint Land Use Study and are currently assisting our organization with implementation efforts through a grant we received from the Office of Economic Adjustment that was an outgrowth of the work their respective firms delivered on the Joint Land Use Study.

Our organization serves a very large region of nearly 1 million people. We needed assistance from an experienced military community planning team and Benchmark's principal and JLUS project manager, Jason Epley, provided the leadership we needed. Mr. Epley has worked in our region on compatible land use issues since the late 1990's. His ability to understand both the military training mission and local government priorities bridged the gap between the region's civil and military interests. Mr. Epley presented often complex issues in a manner that the key stakeholders in our region could understand, helping to establish a clear direction for our future compatible land use planning and growth decisions.

Under his leadership, the planning team provided a comprehensive technical assessment of our compatible use challenges that led to meaningful recommendations. The Benchmark team members focused on the compatible use analysis of the study and the White & Smith team with their legal and planning expertise, clearly set forth the legal context for the land use recommendations and strategies. The Benchmark and White & Smith team provided a holistic understanding of the issues that mattered most to our region and our organization. As a result of their comprehensive approach and work, our organization, Fort Bragg, our member local governments and strategic partners, had confidence in the study and the recommendations moving forward.

I am confident that Benchmark Planning and White & Smith's team will perform at a similarly outstanding level on your compatible use planning effort. I highly recommend their firms to your organization as you begin the process of selecting a consultant to help your region. I can be reached at 910-583-1233 to answer any questions or by email at: director@rluac.com.

Sincerely,


James Dougherty
Executive Director