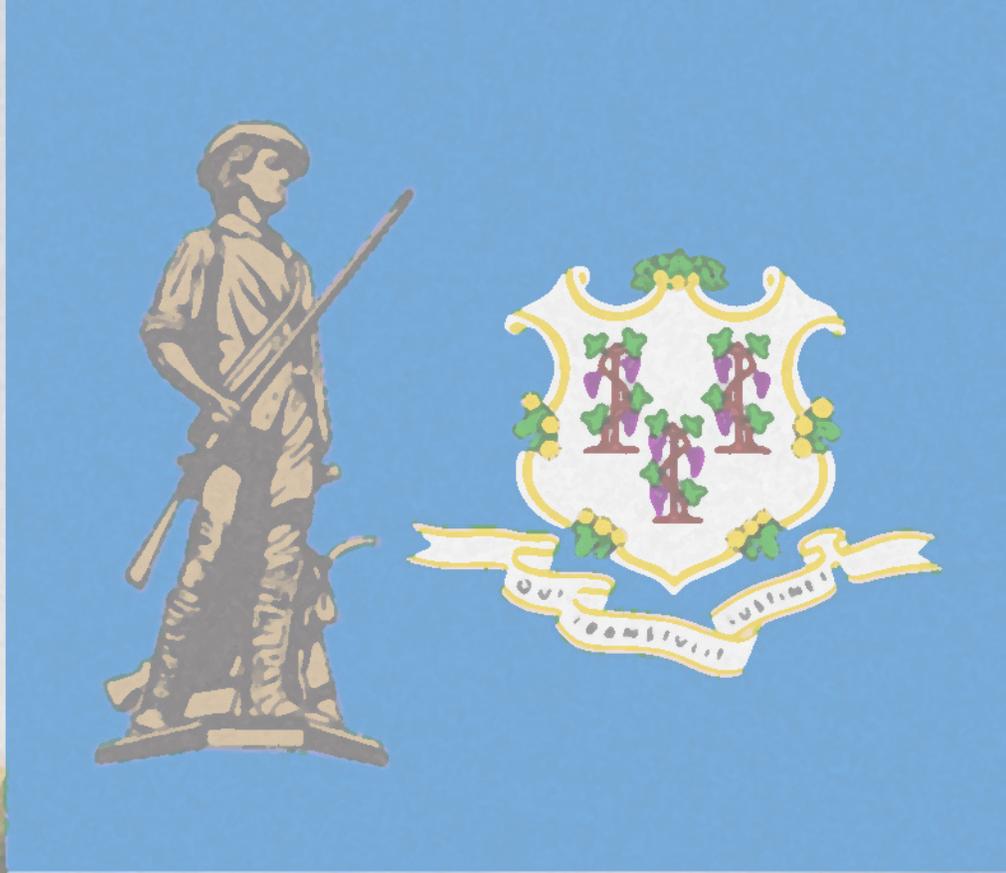


STATEMENT OF PROPOSAL

# STONES RANCH MILITARY RESERVATION JLUS

TOWN OF EAST LYME, CONNECTICUT

**BENCHMARK**  
The Art + Science of Planning



**BENCHMARK**  
benchmarkplanning.com

CHARLOTTE | ST. LOUIS

800.650.3925

CHARLOTTE OFFICE  
10735 DAVID TAYLOR DR., STE. 180  
CHARLOTTE, NC 28262

## BENCHMARK

The Art + Science of Planning

November 14, 2014

Gary A. Goeschel II, Director of Planning  
Town of East Lyme  
108 Pennsylvania Avenue  
Niantic, CT 06375

Dear Selection Committee:

We thank you for the opportunity to submit our statement of proposal to partner with the Town, its citizens, business leaders, volunteers, staff, elected officials, study partners, and military officials in the development of a community-based and comprehensive Joint Land Use Study for the areas surrounding Stones Ranch Military Reservation and Camp Niantic area.

Benchmark has a long history of success, providing assistance to well over 400 communities throughout the United States in the areas of comprehensive planning, military planning, rural economic development, ordinance preparation, urban design, downtown development, GIS mapping, and other planning services.

The specific team proposed for this project has over 50 years of combined experience helping communities assess land use compatibility around military installations through the Joint Land Use Study process, developing recommendations that are practical and realistic in nature, as evidenced by their frequent implementation, which is ongoing in many of the communities that we have assisted.

We welcome the chance to present our proposal in more detail – learning more about your thoughts and desires for the project and developing a final scope of work that meets the needs of the study partners.

If you have any questions or need additional information that is not covered in the proposal, please feel free to contact me at 800.650.3925 or by email at [jepley@benchmarkplanning.com](mailto:jepley@benchmarkplanning.com).

Respectfully,



Jason M. Epley, AICP  
President  
Benchmark CMR, Inc.

# FIRM OVERVIEW

## FIRM PROFILE

For over 30 years, Benchmark has been a leader and innovator in providing high quality professional planning services to both public and private sector clients. Benchmark's practice is guided by an approach that is best described as the **Art + Science of Planning** – a philosophy which blends our creative talent with the practical application of our technical expertise. Our firm's award winning team of veteran planners use this approach to develop solutions to complex urban and regional planning issues, with an emphasis on comprehensive planning, urban design, public participation and military planning. With offices in Charlotte and St. Louis, the Benchmark team serves a national client base spanning a range of local, regional and state governments, as well as private sector development interests.

## OUR PHILOSOPHY

The Benchmark philosophy is simple – we don't assume that we know everything that is best for your community the day we begin the project, but rather we endeavor to utilize our knowledge, skills and experience to help your community develop a realistic, action-oriented and forward thinking plan that achieves the vision that it sets for the future. This, in turn, informs our approach to every project we undertake, leading us to seek meaningful engagement with the communities we assist in order to learn their needs and desires and help them develop the plan that is right for them.

## EXCEPTIONAL VALUE

Benchmark's primary value to the region is the breadth and depth of the experience that our team brings. Our veteran planners have engaged with similar communities on numerous projects of comparable scope, and we have the in-house experience and knowledge necessary to help your community



Charlotte, NC Office - University Research Park



St. Louis, MO Office - The Lammert Building

prepare a comprehensive study with meaningful strategies for the future. Other qualities that our team brings to the process include:

- Our team has significant experience in the development of successful JLUS implementation strategies that lead to the sustainment and growth of training missions at military installations.
- Our public involvement process ensures that the interests of all stakeholders, both civilian and military, are heard and considered during the JLUS process.
- Our team has significant experience writing agreements and ordinances to help ensure that our compatible use strategies are readily implementable.
- We are effective communicators, presenting complex information in a clear and concise manner that both informs and educates the public and stakeholders.
- We regularly manage large public meetings with diverse audiences, customizing our meeting formats and presentation styles to meet the needs of each situation.
- Members of the team led the successful development of a regional online GIS database for the Fort Bragg region that has enabled a decade of seamless data sharing among 8 counties, 12 municipalities, the military and other federal agencies.
- Our team has experience in both establishing and leading successful regional organizations that foster cooperation in the common goal of sustaining compatible growth.
- We develop and maintain interactive websites that incorporate social media and encourage public engagement, involvement and comment throughout the process.
- We develop studies that are easy to understand through the use of illustrations, maps, charts and text in a clear and organized framework.
- We provide our client communities with a staff that is dedicated to meeting our clients' needs and exceeding our clients' expectations.



## Engaging Facilitation Methods

Our senior planning staff actively engage the public in open meetings and workshops. Benchmark often prepares maps and diagrams interactively with meeting participants to identify important community issues, while exploring future development strategies and alternative scenarios.

# PUBLIC ENGAGEMENT



## PUBLIC ENGAGEMENT

Benchmark's proposed approach is one that is focused on maximizing meaningful public input into the development of the of the study in order to achieve a plan that is well grounded in the needs of the community and its residents, the military, the business community and other stakeholders. To that end, it is our intention to include a robust public engagement process throughout the development of the JLUS, utilizing our well tested traditional and social media outreach methods, as well as our expertise in facilitating a participatory dialogue through public workshops and meetings.

Traditional and online public engagement techniques are utilized to gain a diverse and well represented voice of the community. These techniques can include electronic key pad polling, charrettes, surveys, and promotional activities, and interactive websites that utilize the dynamic MindMixer platform. Our planning team will work closely with local Staff and the Policy and Technical Committees to craft a customized public engagement plan that ensures the public is included in a meaningful way throughout the process.



# PROJECT TEAM QUALIFICATIONS



**Jason M. Epley, AICP, CPM**  
**PROJECT DIRECTOR | PLANNER**

**Education:**

Master of City and Regional Planning, Clemson University

BA Geography, University of North Carolina at Greensboro

Mr. Epley brings nearly 20 years of statewide and national experience in the planning profession to the consulting team. His past positions have included working with municipal, county, regional and state government planning programs throughout North Carolina. He specializes in comprehensive planning, urban design, public involvement and meeting facilitation. Mr. Epley brings additional expertise and experience with downtown development and design where he serves as the Executive Director of the North Carolina Downtown Development Association. He has a wealth of experience helping communities develop meaningful plans and sound implementation strategies in over 100 communities across the country. Mr. Epley's recent projects including:

- Fort Leonard Wood Joint Land Use Study, St. Robert, MO
- Fort Lee Joint Land Use Study, Crater PDC, Petersburg, VA
- Fort Jackson JLUS Implementation, Columbia, SC
- McEntire JNGB JLUS Implementation, Columbia, SC
- Fort Bragg Joint Land Use Study, Fayetteville, NC
- Cannon AFB JLUS Implementation, Portales, NM
- Camp Clark Joint Land Use Study, Vernon County, MO
- Camp Crowder Joint Land Use Study, Newton County, MO
- Wasterwater Master Plan, Sanford, NC
- Regional Trail Plan, Dubuque County, IA
- Small Area/Urban Design Plan, Winston-Salem, NC
- Comprehensive Plan, Shepherdstown, WV



**Vagn Hansen, AICP**  
**PROJECT MANAGER | PLANNER**

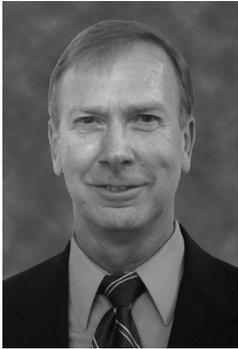
**Education:**

MA Applied Geography, University of North Carolina at Greensboro

BA Geography, University of North Carolina at Wilmington

Mr. Hansen offers 11 years of experience in the planning profession to the consulting team. He has worked with large and small municipalities, as a consultant at the state level and now in the private sector. Mr. Hansen specializes in land use planning, geographic information systems, development ordinances and zoning administration. Much of his experience has been devoted to assisting recently incorporated municipalities with the development of their initial land use plans and development ordinances. Mr. Hansen's recent projects include:

- MCAS Beaufort Joint Land Use Study, Beaufort, SC
- Fort Lee Joint Land Use Study, Petersburg, VA
- Fort Leonard Wood Joint Land Use Study, St. Robert, MO
- Camp Clark Joint Land Use Study, Vernon County, MO
- Camp Crowder Joint Land Use Study, Newton County, MO
- Cannon AFB JLUS Implementation, Portales, NM
- Fort Jackson JLUS Implementation, Columbia, SC
- McEntire JNGB JLUS Implementation, Columbia, SC
- Small Area/Urban Design Plan, Winston-Salem, NC
- Commercial Design Guidelines, Weaverville, NC
- Small Area/Urban Design Plan, Greensboro, NC
- Wastewater Master Plan, Sanford, NC
- Comprehensive Land Use Plan, Weaverville, NC
- Comprehensive Plan, Shepherdstown, WV
- Comprehensive Plan, Blowing Rock, NC



**Jim Dougherty**  
**MILITARY PLANNING CONSULTANT**

**Education:**

Master of City and Regional Planning, The Ohio State University

BA History, Morehead State University

Mr. Dougherty has over 35 years of planning experience with military communities and the Joint Land Use Study process. In addition to serving as a military planning consultant with Benchmark, Mr. Dougherty is also the Fort Bragg Regional Land Use Advisory Commission's Executive Director since January 2005.

As a military planning consultant, Mr. Dougherty has worked on a variety of compatibility planning projects across the United States. Mr. Dougherty is a frequent speaker on the Joint Land Use Study process and the award winning JLUS implementation program carried out in the Fort Bragg region.

- Fort Bragg Joint Land Use Study, Fayetteville, NC (1991)
- Fort Bragg Joint Land Use Study, Fayetteville, NC (2003)
- Fort Bragg Joint Land Use Study, Fayetteville, NC (2008)
- Fort Leonard Wood Joint Land Use Study, St. Robert, MO
- Fort Lee Joint Land Use Study, Crater PDC, Petersburg, VA
- Fort Jackson JLUS Implementation, Columbia, SC
- McEntire JNGB JLUS Implementation, Columbia, SC
- Fort Bragg Light Pollution Study, Fayetteville, NC
- Fort Bragg Telecommunications Study, Fayetteville, NC
- Author of over 50 Zoning & Subdivision Ordinances
- Author of over 50 Comprehensive Plans



**Erin Burris, AICP**  
**PLANNER**

**Education:**

MA Geography, University of North Carolina at Charlotte

BA Architecture, University of North Carolina at Charlotte

Ms. Burris brings 13 years of experience in the planning field to the consulting team. Her professional experience has been focused primarily in North Carolina where she has served as a planner for municipal governments and now in the private sector. Ms. Burris specializes in comprehensive planning, historic preservation, development ordinances, and zoning and subdivision administration. Ms. Burris is currently developing the new zoning ordinance and downtown design guidelines for the City of Morganton, NC. Example projects include:

- Residential & Commercial Historic District Design Guidelines, Waxhaw, NC
- Residential & Commercial Historic District Design Guidelines, Southern Pines, NC
- Downtown Design Guidelines, Marshall, NC
- Zoning Ordinance & Design Guidelines, Morganton, NC
- Comprehensive Plan, Bermuda Run, NC
- Comprehensive Plan, Marshall, NC
- Comprehensive Plan, Colleton County, SC
- Unified Development Ordinance, Walterboro, SC
- Unified Development Ordinance, Forest City, NC
- Development Ordinance Updates, Bermuda Run, NC
- Zoning Ordinance Update, Colleton County, SC

# PROPOSED WORK PROGRAM & SCHEDULE

## PROPOSED WORK PROGRAM & SCHEDULE

Benchmark will complete the scope of work presented in the request for proposals as detailed in the requested work program demonstrated on the following pages.

### December 2014

Subtask 1.1 - Work Plan Refinement

Subtask 1.2 - Administration and Management

Subtask 1.3 - Project Coordination

***(Subtasks 1.2 & 1.3 are ongoing through project completion)***

#### **December Meetings**

JLUS Project Team Meeting

### January 2015

Subtask 2.1 - Public Involvement Strategy/Plan

Subtask 2.2 - Installation Tour

Subtask 3.5 - Public Meeting Advertisement ***(ongoing through project completion)***

#### **January Meetings**

Policy Committee Meeting #1

Technical Committee Meeting #1

### February 2015

Subtask 2.3 - Public/Elected Officials ***(ongoing through completion)***

Subtask 2.4 - Public Meetings (Project Initiation - public kick-off)

Task 3 - Data Collection, Inventory and Mapping

Task 4 - Survey and Interview Stakeholders (multi-day interviews)

Subtask 4.4 - Review of Regional Comprehensive Plans

#### **February Meetings**

Public Kick-Off (number & locations determined by Subtask 2.1)

Multi-day stakeholder interviews

### March 2014

Task 3 - Data Collection, Inventory and Mapping ***(continued)***

#### **March Meetings**

Meeting with JLUS Project Manager

Stakeholder interviews (continued as needed)

Policy Committee Meeting #2

Technical Committee Meeting #2

### April 2015

Task 5 - Conflict/Compatibility Analysis

#### **April Meetings**

JLUS Project Team

# PROPOSED WORK PROGRAM & SCHEDULE

## May 2015

Task 5 - Conflict/Compatibility Analysis - **Completed**  
Subtask 2.4 - Present Interim Findings to the Public

### **May Meetings**

Policy Committee #3 – Present Task 5 results  
Technical Committee #3 – Present Task 5 results  
Public / Community Workshop

## June 2015

Task 6 - Conflict Resolution Strategies (**begins**)

### **June Meetings**

JLUS Project Team  
Working Group Meetings as needed

## July 2015

Task 6 - Conflict Resolution Strategies - **Completed**

### **July Meetings**

Policy Committee #4 – Present Task 6 results  
Technical Committee #4 – Present Task 6 results  
Public / Community Workshop (to present initial strategies)

## August 2015

Subtask 7.1 - Draft Plan (**begins**)

### **August Meetings**

JLUS Project Team  
Working Group Meetings as needed

## September 2015

Subtask 7.1 - Draft Plan - **Completed**

Subtask 3.2 - Public Meeting (Draft Plan)

### **September Meetings**

Policy Committee #5 – Present Task 6 results  
Technical Committee #5 – Present Task 6 results  
Public Meeting to present Draft Joint Land Use Study

## October 2015

Task 7.2 - Final Plan (**begins**)

Task 7.3 - Project Overview (**begins**)

### **October Meetings**

JLUS Project Team  
Working Group Meetings as needed

# PROPOSED WORK PROGRAM & SCHEDULE - PROPOSED FEE

## November 2015

Task 7.2 - Final Plan (**completed**)

Task 7.3 - Project Overview (**completed**)

Subtask 2.4 - Public Meetings / Final Presentations (**begins**)

### November Meetings

Policy Committee #6 – Present Task 6 results

Technical Committee #6 – Present Task 6 results

Presentations to Participating Jurisdictions (**begins**)

## December 2015

Subtask 2.4 - Public Meetings / Final Presentations (**completed**)

All final deliverables completed (20 hard copies & 10 CD copies)

### December Meetings

Closeout meeting with JLUS Project Manager

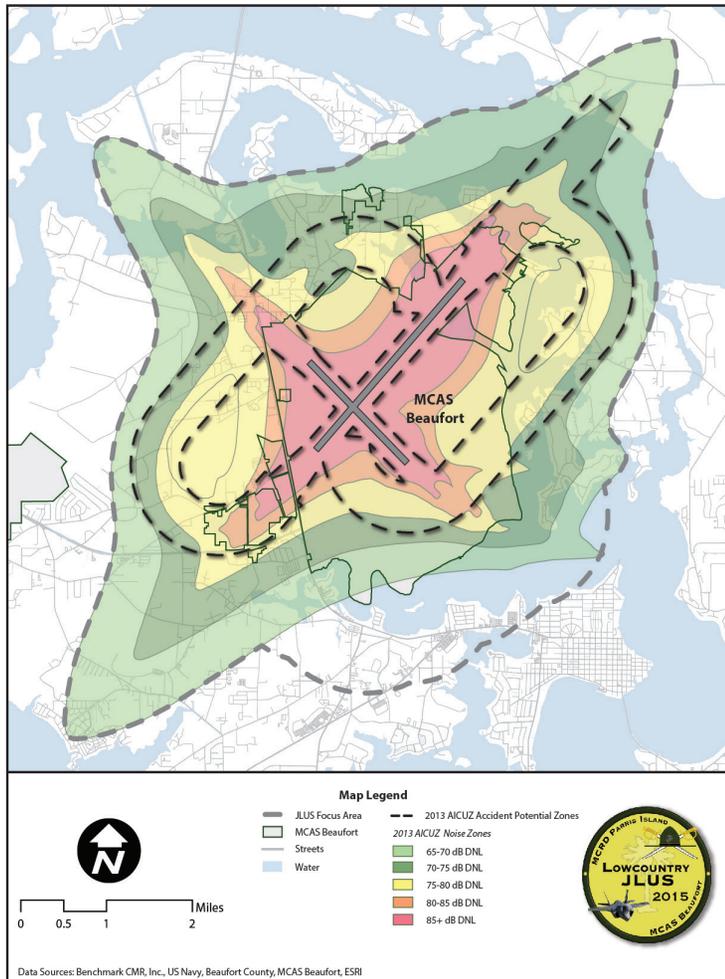
## PROPOSED FEE

To complete this project, including all personnel, travel, supplies, printing and other related expenses for the project, a budget of **\$173,940** is proposed. A detailed listing of hours by task is provided below.

Task	Description	Hours	Cost
<b>TASK 1</b>	<b>Project Initiation and Administration</b>		
1.1	Work Plan Refinement	24	\$3,120
1.2	Administration and Management	130	\$16,900
1.3	Project Coordination	80	\$10,400
<b>TASK 2</b>	<b>Stakeholder and Public Involvement</b>		
2.1	Prepare Public Involvement Strategy/Plan	36	\$4,680
2.2	Installation Tour	8	\$1,040
2.3	Public / Elected Officials Outreach	60	\$7,800
2.4	Public Meetings		
	Project Initiation / Kick-off	35	\$4,550
	Interim Findings and Preliminary Recommendations	55	\$7,150
	Draft Plan Presentation	55	\$7,150
	Final Plan Presentations	100	\$13,000
<b>Task 3</b>	<b>Data Collection, Inventory and Mapping</b>	145	\$18,850
<b>Task 4</b>	<b>Survey / Stakeholder Interviews</b>	140	\$18,200
<b>Task 5</b>	<b>Conflict / Compatibility Analysis</b>	120	\$15,600
<b>Task 6</b>	<b>Conflict Resolution Strategies</b>	105	\$13,650
<b>Task 7</b>	<b>Prepare Study Report</b>		
7.1	Draft JLUS Report	130	\$16,900
7.2	Final JLUS Report	80	\$10,400
7.3	Project Overview	35	\$4,550
	<b>TOTAL</b>	<b>1338</b>	<b>\$173,940</b>

## BEAUFORT, SOUTH CAROLINA - JOINT LAND USE STUDY

Benchmark, in association with White & Smith and Marstel Day is working with the Lowcountry Council of Governments to prepare a Joint Land Use Study for Marine Corps Air Station – Beaufort and Marine Corps Recruit Depot – Parris Island along with implementation strategies for a transfer of development rights program. The study is scheduled to be completed early next year.

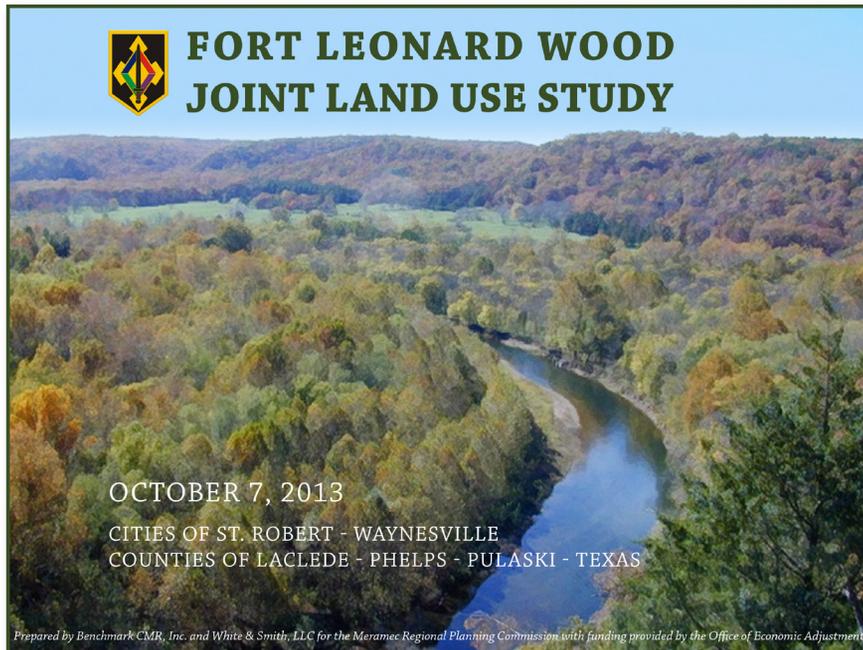


## REFERENCE

Ginne Kozak, Lowcountry Council of Governments  
 634 Campground Road, Yemassee, SC 29945  
 Phone: 843.726.5536  
 Email: gkozak@lowcountrycog.org

# RELEVANT EXPERIENCE

## FORT LEONARD WOOD, MISSOURI - JOINT LAND USE STUDY



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 will made recommendations for mitigating or preventing these conflicts that have been endorsed by the region. The goal of the study was to ensure that Fort Leonard Wood can continue to successfully conduct its mission, while simultaneously protecting civilian interests. The regional study included Pulaski, Phelps, Texas, and Laclede counties and the cities of Waynesville and St. Robert.



**Received 2014 Innovation Award from the  
National Association of Development Organizations**

### REFERENCE

Lyle Thomas, Community Planner  
Meramec Regional Planning Commission  
4 Industrial Drive, St. James, MO 65559  
Phone: 573.265.2993  
Email: lthomas@meramecregion.org

## FORT JACKSON / McENTIRE JNGB - COLUMBIA, SOUTH CAROLINA

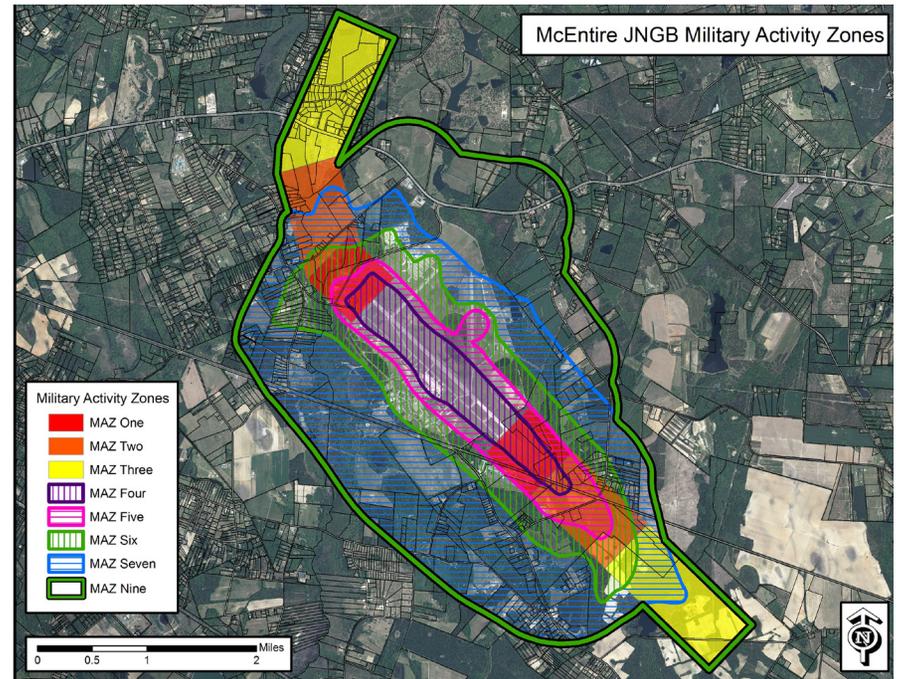
The Central Midlands Council of Governments, in cooperation with Richland County, the City of Columbia, Fort Jackson/McCrady Training Center, and McEntire Joint National Guard Base, engaged Benchmark to lead the region of 400,000 people with two JLUS Implementation Plans for areas around the bases that are particularly vulnerable to future encroachment and land use compatibility issues.

The small area plans developed strategies to mitigate the anticipated impacts of specific growth concerns (a major road widening project and a major sewer extension) that have emerged since the adoption of the regional Joint Land Use Study. Land use strategies include recommendations for a number of compatibility issues, including aircraft noise, aircraft accident potential zones (APZs), artillery noise, and flight obstructions in helicopter operations areas.

Beyond the plans, this project focused on developing a set of land use regulations, overlay zoning districts and mapping for inclusion in existing development ordinances to ensure implementation of the recommendations.

### REFERENCE

Ben Mauldin, Executive Director, Central Midlands COG  
 236 Stoneridge Drive, Columbia, SC 29210  
 Phone: 803.376.5390  
 Email: [bmauldin@centralmidlands.org](mailto:bmauldin@centralmidlands.org)



# RELEVANT EXPERIENCE

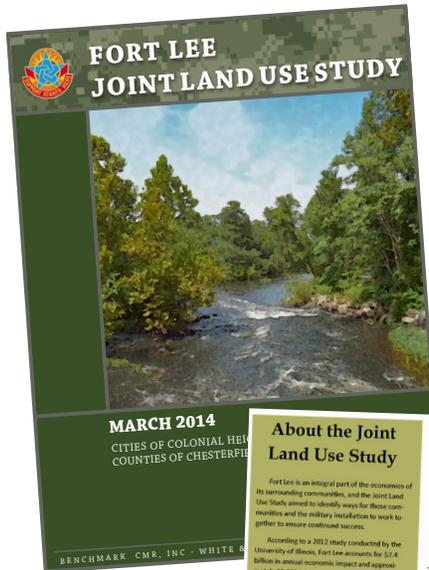
## FORT LEE, VIRGINIA - JOINT LAND USE STUDY

Benchmark led the recently adopted Joint Land Use Study for the Fort Lee, Virginia region. As result of the combined BRAC construction projects completed, the installation has acquired 6.5 million square feet of new facilities. The daily population has risen from 32,000 (2005) to nearly 45,000. Fort Lee is looking forward to a brilliant future as the third largest training organization in the Army. About 35 percent of the force (70,000 service members and civilians) will pass through its schools each year, and its overarching mission is already being hailed as the “lifeblood of Army logistics”.

With the increases in population at Fort Lee, the surrounding communities are also experiencing increased development pressures, as well as increased traffic congestion and other environmental impacts. This JLUS was adopted to help ensure the future compatibility between land uses necessary to support the military mission at Fort Lee and the civilian population and development occurring near the installation.

## REFERENCE

Dennis Morris, Executive Director, Crater PDC  
 1964 Wakefield Street, Petersburg, VA 23805  
 Phone: 804.861.1666  
 Email: dmorris@craterpdc.org



**About the Joint Land Use Study**

Fort Lee is an integral part of the economies of its surrounding communities, and the Joint Land Use Study aimed to identify ways for those communities and the military installation to work together to ensure continued success.

According to a 2012 study conducted by the University of Illinois, Fort Lee accounts for \$2.4 billion in annual economic impact and approximately 28,000 jobs.

The installation carries out important training missions for the United States Military.

During the initial stages of the study, Benchmark CMS, Inc., the consulting firm chosen to conduct the study, reviewed the observations of both the community and Fort Lee. This process included meeting with elected officials, local government staff, military officials, economic developers, environmental experts, chambers of commerce, developers and other stakeholders.

The consultant also reviewed a wide range of background information and data to help develop a clear picture of the current and potential future settings affecting Fort Lee and the surrounding communities.

Information gathered during the study includes:

### Fort Lee JLUS

Financed By:  
 United States Department of Defense  
 Office of Economic Adjustments  
 With Financial Support and  
 Cooperation From:  
 Chesterfield, Dinwiddie and Prince George  
 counties and the cities of Colonial Heights,  
 Hopewell and Petersburg.

Coordinated By:  
 Crater Planning, Training & Commission  
 Petersburg, Virginia

Study Completed By:  
 Benchmark CMS, Inc.,  
 Kennesaw, N.C.  
 and  
 White & Smith LLC, Planning and Law Group,  
 and  
 Merrill-Camp, LLC

For more information  
 about the Fort Lee JLUS, visit  
[www.fortlee-jlus.com](http://www.fortlee-jlus.com)



### Study Findings

Through research and analysis, the Joint Land Use Study examined, among other issues, military operational impacts and hazards as well as community impacts upon Fort Lee's mission and a vulnerability analysis that identifies the location of those impacts and hazards in relation to surrounding communities. Some of the key findings include:

- Most of Fort Lee's operational impacts and hazards are contained within its existing boundaries.
- Fort Lee is generally surrounded by natural and man-made boundary features.
- Fort Lee and the region have a compatible growth pattern.



Areas within the blue outline on this map were included in the Fort Lee Joint Land Use Study. In addition to the military installation, portions of Chesterfield and Prince George counties as well as the cities of Colonial Heights, Hopewell and Petersburg were included in the study. The line shown here shows the approximate boundaries of land whose property owners and Fort Lee may impact one another.

### Recommendations

Benchmark CMS, Inc. identified the following five implementation strategies to help ensure the continued pattern of compatible growth, further strengthening communication and coordination while ensuring Fort Lee's ability to sustain its military training mission into the future:

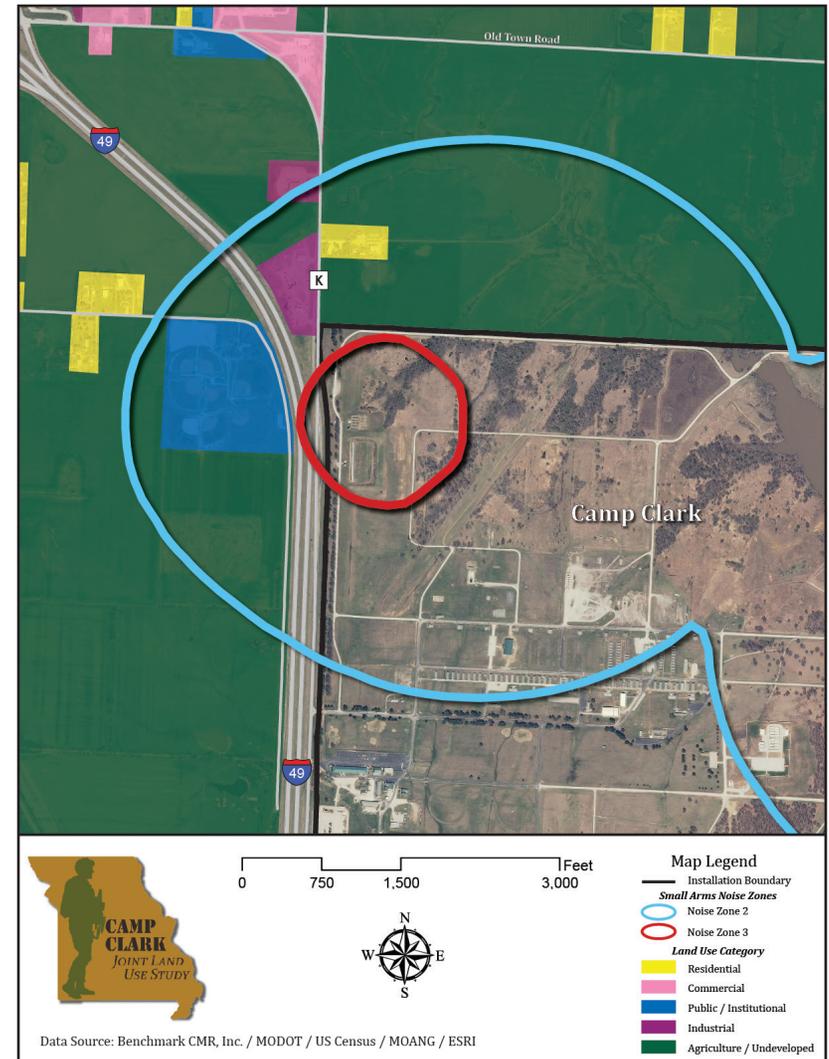
- Develop a formalized regional approach to enhance communication and land use coordination between Fort Lee and the surrounding communities.
- Pursue the development of a regional Geographic Information System (GIS) database for monitoring land use changes in the region around Fort Lee.
- Provide information to the public regarding the location of noise, safety and other impacts related to Fort Lee's training and operational mission.
- Local governments should consider the adoption of Comprehensive Plan amendments in support of the Joint Land Use Study findings and recommendations.
- Fort Lee should continue to develop regular updates to military operational impact assessments to enhance the sustainability of the training mission.

## CAMP CLARK, MISSOURI - JOINT LAND USE STUDY

Benchmark served on a team with White & Smith Planning and Law Group and Marstel-Day LLC to prepare a Joint Land Use Study for Camp Clark Training Center, a Missouri Army National Guard installation in Vernon County, Missouri. This project involved participation from Vernon County, the City of Nevada and the Kaysinger Basin Regional Planning Commission, which administered the JLUS grant from the DOD's Office of Economic Adjustment. Benchmark's role in the project involved the preparation of the Land Use Compatibility Analysis portion of the study. The analysis examined a wide range of military training impacts based on existing and planned land uses in the area around the installation, which is within the City of Nevada's potential growth area along the Interstate 49 corridor, which connects Kansas City and Joplin, Missouri.

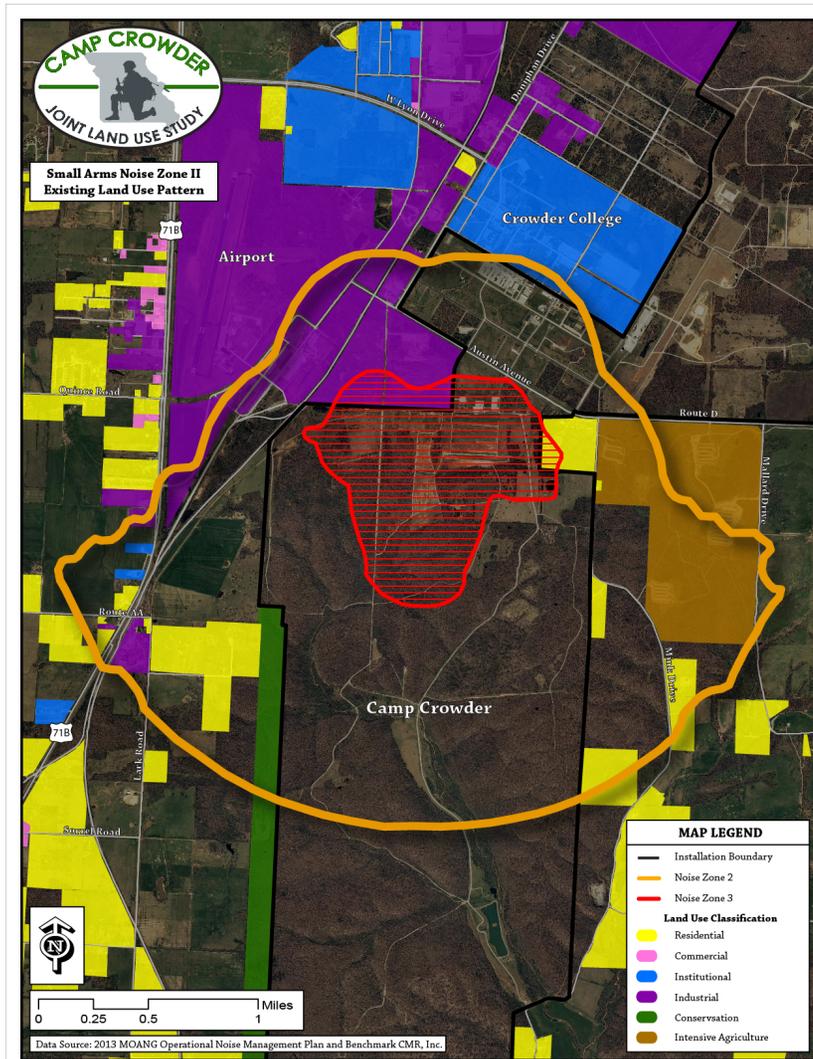
### REFERENCE

Katie Yendes - Kaysinger Basin Regional Planning Commission  
 1701 North 2nd Street, Clinton, MO 64735  
 Phone: 660.885.3393  
 Email: [katie@kaysinger.com](mailto:katie@kaysinger.com)



# RELEVANT EXPERIENCE

## CAMP CROWDER, MISSOURI - JOINT LAND USE STUDY



Benchmark served on a team with White & Smith Planning and Law Group and Marstel-Day LLC to prepare a Joint Land Use Study for Camp Crowder Training Center, a Missouri Army National Guard installation in Newton County, Missouri. This project involved participation from Newton and McDonald counties, the cities of Neosho and Goodman and the Harry S. Truman Coordinating Council, which administered the JLUS grant from the DOD's Office of Economic Adjustment. Benchmark's role in the project involved the preparation of the Land Use Compatibility Analysis portion of the study. The analysis examined a wide range of military training impacts based on existing and planned land uses in the area around the installation, which is located adjacent to the City of Neosho, a growing industrial park, a municipal airport and the campus of Crowder College.

### REFERENCE

Jason Ray - Harry S. Truman Coordinating Council  
800 East Pennell Avenue, Carl Junction, MO 64834  
Phone: 417.649.6400  
Email: jray@hstcc.org

## PORTALES, NEW MEXICO - JOINT LAND USE STUDY IMPLEMENTATION

The City of Portales selected the Benchmark team to carry out recommendations found in the established and 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). The team, working 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, developed a voluntary land use review process for the region. The team also worked closely with key representatives from each community, Cannon AFB, and the JLUS Partnership.

### REFERENCE

Susan Baysinger, Capital Projects Administrator  
 100 West 1st Street, Portales, NM 88130  
 Phone: 575.356.6662  
 Email: sbaysinger@portalesnm.org

### CITY OF CLOVIS - CURRY COUNTY CITY OF PORTALES - ROOSEVELT COUNTY

**ABOUT THE REGION AND ITS TIES WITH CANNON AIR FORCE BASE**

Curry County is home to Cannon Air Force Base and Roosevelt County is home to Melrose Air Force Range. The local governments and the military installations coordinate closely together to help ensure the safety of residents living near the military installations, to help preserve the military training mission through compatible growth and improve the economic prosperity of the region. When Cannon AFB experienced changes to its mission, a formal partnership between Curry and Roosevelt counties, the cities of Clovis and Portales, and Cannon AFB was established to respond to the mission change and growth challenges associated with Cannon AFB's transition to an Air Force Special Operations Command installation. This partnership, formally known as the Local Growth Management Committee (LGMC), continues to help foster compatible growth and economic prosperity throughout the region today.

**Q: What is the regional population?**

Category	Curry County*	City of Clovis	Roosevelt County*	City of Portales	State
<b>2012 Population Estimate</b>	49,938	39,197	20,419	12,723	2,085,938
<b>2010 Population</b>	48,376	37,778	19,846	12,280	2,059,180
<b>% Change</b>	+3.2%	+3.8%	+2.9%	+3.6%	+1.3%

\*The cities of Clovis and Portales are included in the total figures for the counties of Curry and Roosevelt.

**Q: What is the economic impact of Cannon Air Force Base on the region?**

**A:** According to the annual Economic Impact Statement produced by Cannon Air Force Base for fiscal year 2012, the total Cannon AFB impact was \$666 million with salaries totaling \$298 million and \$73 million estimated in the creation of local jobs.

**Q: What are some fast facts about Cannon AFB?**

**A:** Cannon AFB consists of 3,769 acres, 647 buildings, and 113 aircraft, among other assets.

**Q: Where do I go for more information about the Clovis-Portales-Cannon Air Force Base Region?**

**A:** A website has been established to help answer your questions about relocating to the area and for residents to find out more about what is happening locally as well. Please visit: [www.clovisportalescaf.com](http://www.clovisportalescaf.com) for more information.



### COMMUNITY-MILITARY COORDINATION: PRELIMINARY LAND USE OPINIONS

**PURPOSE OF PRELIMINARY LAND USE OPINIONS**

As requested, Cannon Air Force Base (AFB) will provide Preliminary Land Use Opinions to any landowner, developer, or other interested party for any development planned to exceed 200 feet above ground level (AGL). Preliminary Land Use Opinions allow both the military and interested parties to engage in an open dialogue concerning planned development prior to full-scale engineering work, site planning, or applications to approving agencies. It is hoped that by engaging in this process, interested parties can receive guidance on the feasibility of their project early in the process. This also enhances the sustainability of Cannon AFB's training mission by ensuring that they are given the opportunity to review proposed projects prior to the review by other Federal agencies.

**Q: Who should request a Preliminary Land Use Opinion?**

**A:** Any landowner, developer, or other interested party proposing a development exceeding 200 feet AGL is encouraged to seek a Preliminary Land Use Opinion from Cannon AFB.

**Q: Why should I consider a Preliminary Land Use Opinion?**

**A:** A Preliminary Land Use Opinion allows landowners to anticipate the input Cannon AFB will give if the landowner submits a Notice of Proposed Construction or Alteration to the Federal Aviation Administration (FAA). It will also identify mitigation techniques that may reduce impacts on base operations and increase the compatibility between base operations and the proposed land use or structure. A Preliminary Land Use Opinion will not provide a determination of hazard/no-hazard; the FAA will complete this determination during its formal review process.

**Q: When should I request a Preliminary Land Use Opinion?**

**A:** Landowners and/or developers are strongly encouraged to reach out to Cannon AFB early in the development planning phase and prior to submitting a Notice of Proposed Construction or Alteration to the FAA.

**Q: What does a landowner or developer need to submit to receive a Preliminary Land Use Opinion?**

**A:** A proposed project's latitude/longitude (degrees/minutes/seconds) and total above mean sea level height (feet) must be submitted.

**Q: Who does a landowner or developer need to contact?**

**A:** Send all requests for Preliminary Land Use Opinions to 2750W JLUS@cannon.af.mil. Requests will be forwarded to Mike Purnell (TERPS Manager), Steve Coffin (Chief of Range Management), and John McDonald (Airspace Manager) at Cannon AFB.

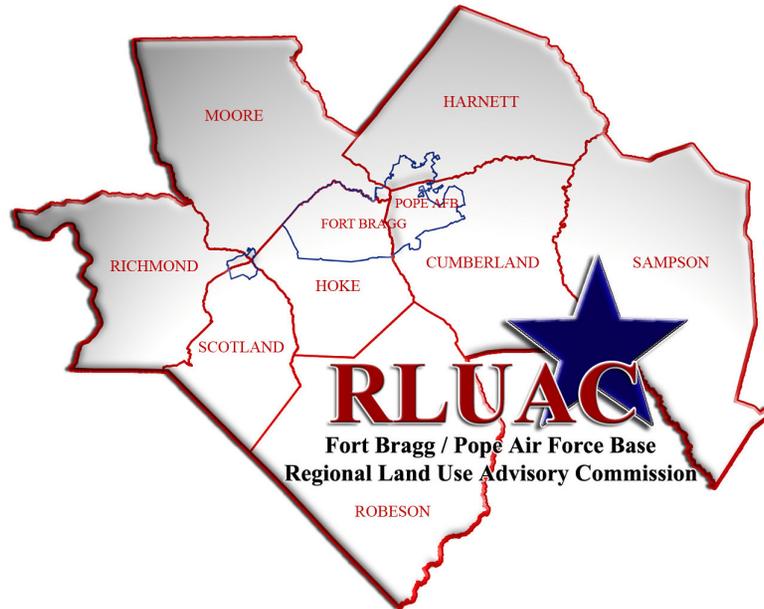
**Q: When should I expect to receive the Preliminary Land Use Opinion from Cannon AFB?**

**A:** Within 45 days.



## RELEVANT EXPERIENCE

### FORT BRAGG, NORTH CAROLINA - JOINT LAND USE STUDY



While with the North Carolina Department of Commerce, Jason Epley and Jim Dougherty co-authored this award winning Regional Joint Land Use Study that covered the seven county region surrounding Fort Bragg and Pope Air Force Base. During this study process, Mr. Epley, along with the Center for Geographic Information and Analysis pioneered the development of the first regional GIS database of its kind in North Carolina for a seven county area that has expanded to eleven counties in support of countywide and regional planning efforts (Visit: [www.sandhillsgis.com](http://www.sandhillsgis.com)). The database was utilized to identify farmland, wildlife habitat, open space, forest land and environmentally sensitive lands in need of protection. A transferable methodology was developed for identifying the existing level of protection needed for rural lands across the seven counties. The regional study, emphasizing sustainability, was recognized by the Office of Economic Adjustment (OEA) as the first JLUS to go beyond the standard format – analyzing environmental impacts, agricultural conservation, natural resource protection, military training activities and developing areas concurrently. This study process has led to many implementation efforts that have been highlighted in several publications by the OEA.

#### REFERENCE

Glen W. Prillaman, Chief, Master Planning Division  
Directorate of Public Works (IMSE-PWM)  
2175 Reilly Road Stop A, Fort Bragg, NC 28310-5000  
Phone: 910.396.6761  
Email: [glen.prillaman@us.army.mil](mailto:glen.prillaman@us.army.mil)

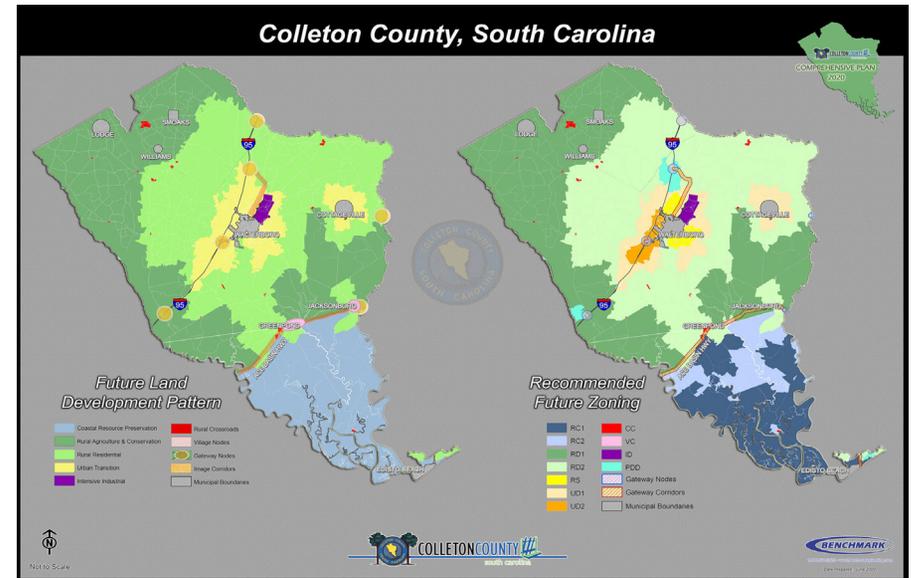
## COMPREHENSIVE PLAN, ZONING, SUBDIVISION & ZONING MAP UPDATES - COLLETON COUNTY, SC

Colleton County, South Carolina is located in the heart of a National Wildlife Refuge and National Estuarine Research Center that encompasses a total of 350,000 acres primarily across Beaufort, Charleston, and Colleton counties. Benchmark began working with Colleton County on their major 10-year Comprehensive Plan revision in January 2008 to develop guidelines for the protection of natural resources and the preservation of rural character, while allowing for growth from fast-growing Beaufort and Charleston in areas capable of being developed for urban purposes.

The Comprehensive Plan was adopted in June of 2009 with the new Zoning and Land Development Ordinance, and Zoning Map adoption in September of 2010. The ordinance updates include diagrams and illustration that demonstrate the intent of the ordinance in a visual manner. During the planning process, meetings were held at four geographic locations across the county and with key stakeholder groups that included: the development and related industry group; municipal and county elected officials; and governmental agencies, such as SC DHEC, DOT and others.

### REFERENCE

Philip Slayter, AICP, Planning Director  
 31 Klein Street, Walterboro, SC 29488  
 Phone: 843.549.1709  
 Email: [pslayter@colletoncounty.org](mailto:pslayter@colletoncounty.org)



# RELEVANT EXPERIENCE

## HUD SUSTAINABILITY & SMART GROWTH - PIEDMONT TRIAD REGION, NC

### WHAT IS SMART GROWTH?

Smart growth is comprised of development strategies intended to:

- Enhance existing communities
- Maintain affordable housing
- Provide a variety of transportation choices
- Utilize existing infrastructure
- Protect open space and farmland

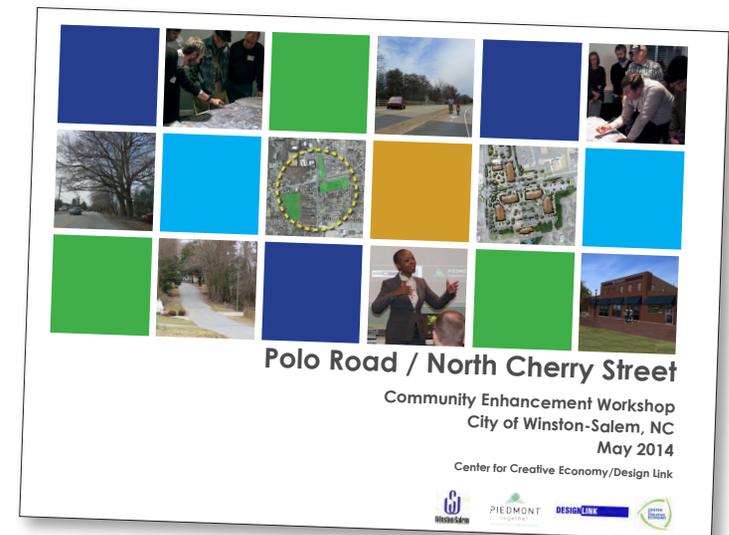
Benchmark, serving on the Center for Creative Economies/DesignLink team, assisted the Piedmont Authority for Regional Transportation (PART) and the Piedmont Together sustainability initiative in conducting two to four day design workshops across the 12-county Piedmont Triad Region. Each project was completed within three months with some of the workshops occurring within several weeks of each other. A small area plan document was produced after each workshop.

Piedmont Together is a sustainability and smart growth planning initiative headed by PART and the Piedmont Triad Regional Council (PTRC). The team helped create “pilot projects” as a showcase of best practices for sustainable design and development throughout the region. In 2013 and 2014, Benchmark team members completed design workshops and small area plans as part of this regional initiative in rural and urban communities as follows:

- Elkin
- Mayodan
- Biscoe
- Yanceyville
- High Point
- Greensboro
- Winston-Salem

These projects demonstrated how Smart Growth principles and strategies can be applied to varying size communities from small towns to urban areas.

The following provides a highlight of the Winston-Salem initiative.



Cover page of the Winston-Salem report.

## HUD SUSTAINABILITY & SMART GROWTH - PIEDMONT TRIAD REGION, NC



### WINSTON-SALEM / WAKE FOREST UNIVERSITY AREA

Benchmark was the Design and Planning team leader for the multi-day, multi-disciplinary design workshop to develop a vision for the enhancement of the Polo Road and North Cherry Street in the Wake Forest University area. The week-long workshop resulted in recommendations for the redevelopment of key commercial and residential properties, and complete streets that focused on enhanced connectivity and bicycle and pedestrian projects. The final presentation was given on May 13, 2014 and can be viewed beginning at minute 4:00:

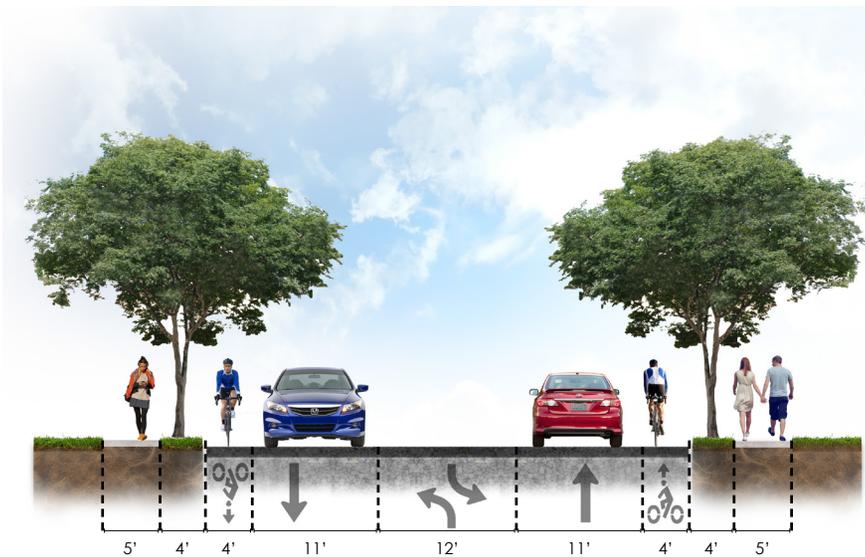
[http://winston-salem.granicus.com/MediaPlayer.php?view\\_id=2&clip\\_id=1665](http://winston-salem.granicus.com/MediaPlayer.php?view_id=2&clip_id=1665)

### REFERENCE [WINSTON-SALEM]

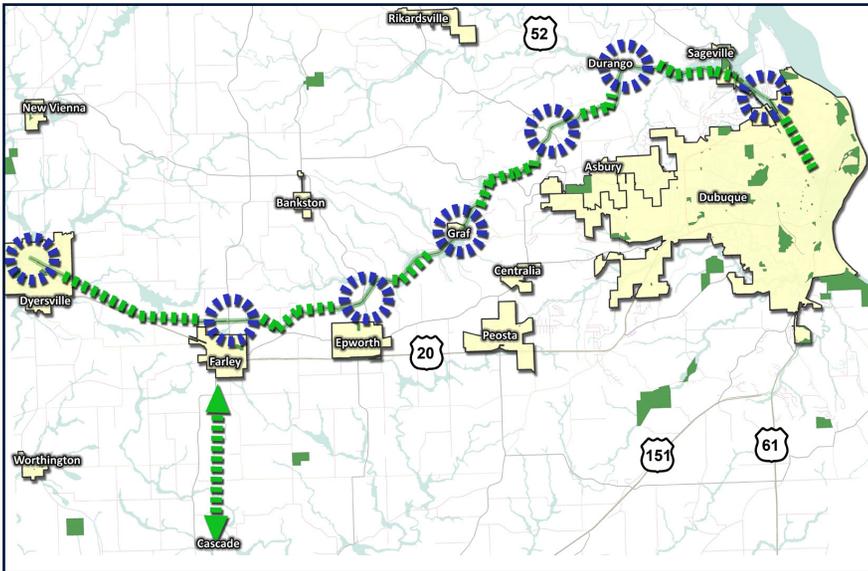
Paul Norby, FAICP, Planning Director  
 101 E First St, Winston-Salem, NC 27101  
 Phone: 336.727.2087  
 Email: pauln@cityofws.org

### REFERENCE [HUD SUSTAINABILITY & SMART GROWTH PROJECTS]

Kyle Laird, Mobility Systems Planner, PART  
 107 Arrow Road, Greensboro, NC 27409  
 Phone: 336.291.4309  
 Email: kylel@partnc.org



# RELEVANT EXPERIENCE



## DUBUQUE, IOWA - HERITAGE TRAIL PLANNING TEAM

Dubuque County, Iowa is located along the Mississippi River at the point where three states meet (Iowa, Illinois and Wisconsin) — a community often referred to as the Tri-State Area. In the City of Dubuque, you can view the Mississippi River Valley and all three states from the top of the bluffs that overlook the Mighty Mississippi. The county has a population of almost 95,000.

Heritage Trail is a 26-mile multi-use recreational trail comprised of compacted crushed limestone that follows an abandoned railroad right-of-way connecting the City of Dubuque on the eastern edge of the county to the City of Dyersville on the western edge of the county. One of the goals of the Dubuque Smart Planning Consortium is to promote economic development in the region by connecting all seven cities in the Consortium to Heritage Trail.

Jason Epley of Benchmark served on an APA Community Planning Assistance Team that offered the Consortium recommendations on how to make the trail more accessible and user friendly, how to promote the sustainability of the Trail, and how to expand the recreational and economic development opportunities of the entire region.

## REFERENCE

Anna O'Shea, Planning and Zoning Administrator  
13047 City View Drive, Dubuque, Iowa 52002-9660  
Phone: 563.589.7827  
Email: [zoningadmin@dbqco.org](mailto:zoningadmin@dbqco.org)

## COMPREHENSIVE PLAN - SHEPHERDSTOWN, WV

The Corporation of Shepherdstown engaged Benchmark to lead the process of preparing an update to its comprehensive plan, which was adopted in 2001. Benchmark worked closely with the Steering Committee that consisted of the Mayor, two council members, a historic preservation member and a planning board member. Benchmark engaged Shepherd University students and officials during the planning process as the University is immediately adjacent to the downtown and is an integral part of the community.

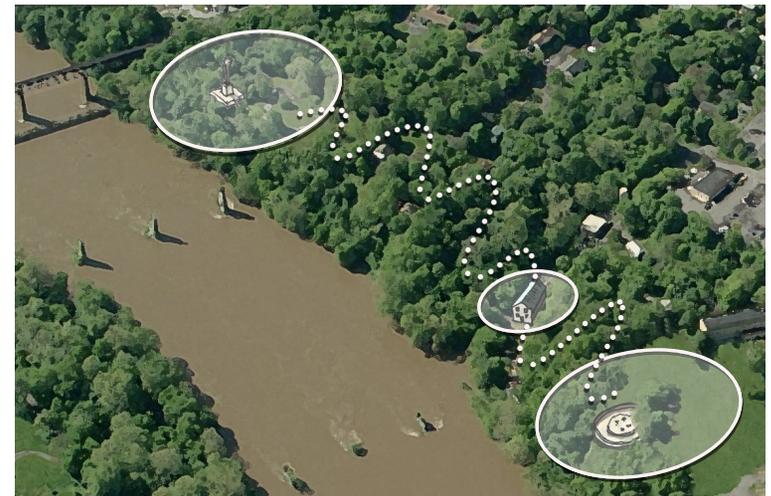
Benchmark led an interactive public meeting attended by over 70 persons. Meeting participants helped develop a vision for the future of Shepherdstown by collaborating in small groups to discuss the scenario based questions and exercises prepared by the Benchmark team. In addition, over 300 people participated in the Comprehensive Plan survey.

The Comprehensive Plan adoption process is currently in progress.



## REFERENCE

David Rosen, Town Council Member  
104 North King Street, Shepherdstown, WV 25443  
Phone: 304.876.2312 (Town Hall)  
Email: rosend@gmail.com



# RELEVANT EXPERIENCE

## COMPREHENSIVE PLAN - BLOWING ROCK, NC

Benchmark was selected to lead the Town of Blowing Rock's ten-year Comprehensive Plan Update. Over the course of the project, Benchmark has led general public meetings and held focus area workshops to develop small area plans for downtown, Valley Boulevard (US 321) and the current and future medical facility properties. The comprehensive plan will serve as both a physical and policy plan to guide the Town in its future decision making concerning land use and development, preservation of the natural environment, recreation and cultural resources, economic development, municipal services, transportation, and regional cooperation.

Benchmark worked closely with the Comprehensive Plan Steering Committee and the public throughout the process, utilizing a project website to post presentations and drafts of the plan. The plan began on July 25, 2013 and was adopted on July 8, 2014.

Benchmark is currently assisting the Town with the adoption process for adding conditional zoning districts to the Land Use Ordinance.

### REFERENCE

Kevin Rothrock, AICP, Planning Director  
PO Box 47, Blowing Rock, NC 28605  
Phone: 828.295.5340  
Email: [krothrock@townofblowingrock.com](mailto:krothrock@townofblowingrock.com)

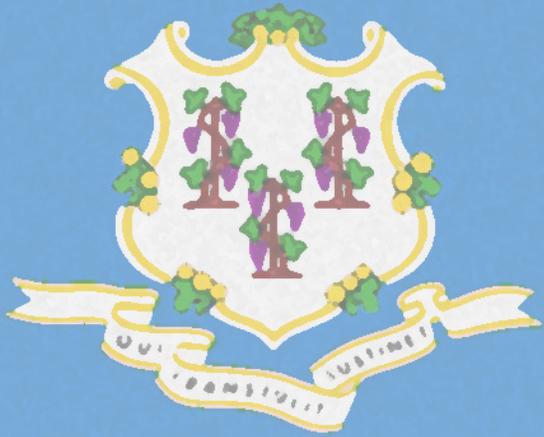


### Middle Fork Greenway Development Concept

- ① New Buildings Fronting Greenway
- ② Interconnected Parking Facilities
- ③ Middle Fork Greenway Extension
- ④ Enhanced Landscaping / Public Spaces

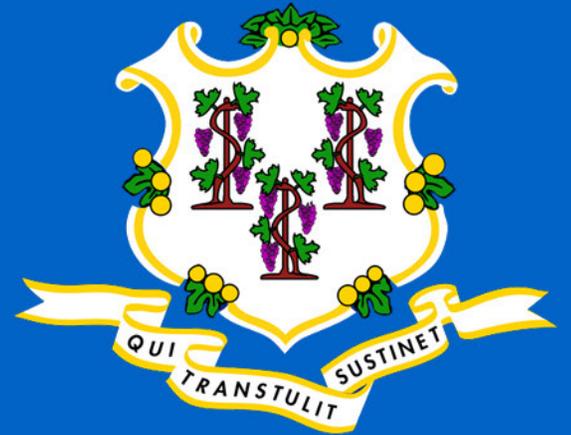


- Waxhaw, NC - Comprehensive Plan
- Winston-Salem, NC – Small Area Plan / Urban Design Plan
- Greensboro, NC – Small Area Plan / Urban Design Plan
- High Point, NC – Small Area Plan / Urban Design Plan
- Blowing Rock, NC – Comprehensive Plan
- Shepherdstown, WV – Comprehensive Plan
- Salisbury, NC – Centerpiece Charrette
- Beaufort, SC – MCAS Beaufort Joint Land Use Study
- Petersburg, VA – Fort Lee Joint Land Use Study
- St. Robert, MO – Fort Leonard Wood Joint Land Use Study
- Midway, NC – Town Park Plan
- Lumberton, NC – Land Use Plan
- Erwin, NC – Land Use Plan
- Weaverville, NC – Comprehensive Plan, Design Guidelines and UDO
- Southern Pines, NC – Historic District Design Guidelines
- Waxhaw, NC – Historic District Design Guidelines
- St. Pauls, NC – Downtown Design Workshop
- Yanceyville, NC – Wayfinding Plan
- Benson, NC – Wayfinding Plan
- Angier, NC – Wayfinding Plan
- Neosho, MO – Camp Crowder Joint Land Use Study
- Nevada, MO – Camp Clark Joint Land Use Study
- Dubuque, IA –Regional Trail Plan
- Morganton, NC - Zoning Ordinance
- Clinton, NC – Pedestrian Plan (NCDOT funded)
- Clinton, NC – Bicycle Plan (NCDOT funded)
- Angier, NC – Pedestrian Plan (NCDOT funded)
- Sanford, NC – Wastewater Master Plan & Growth Policies
- Walterboro, SC – Unified Development Ordinance
- Columbia, SC – Fort Jackson JLUS Implementation
- Sneads Ferry, NC– Community Improvement Plan
- Mayodan, NC – Downtown Design Workshops
- Yanceyville, NC – Downtown Design Workshops
- Elkin, NC - Downtown Design Workshops
- Forest City, NC – Land Use Plan and UDO
- Bermuda Run, NC – Comprehensive Plan
- Smithfield, NC – Downtown Hotel Feasibility Study
- Henderson County, NC - Development Illustrations
- Fuquay-Varina, NC –Downtown Development Illustrations
- Cary, NC – Annexation Plan
- Aberdeen, NC – Annexation Plan
- Portales, NM – Cannon AFB JLUS Implementation
- Asheville, NC – Regional Analysis of Impediments to Fair Housing



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