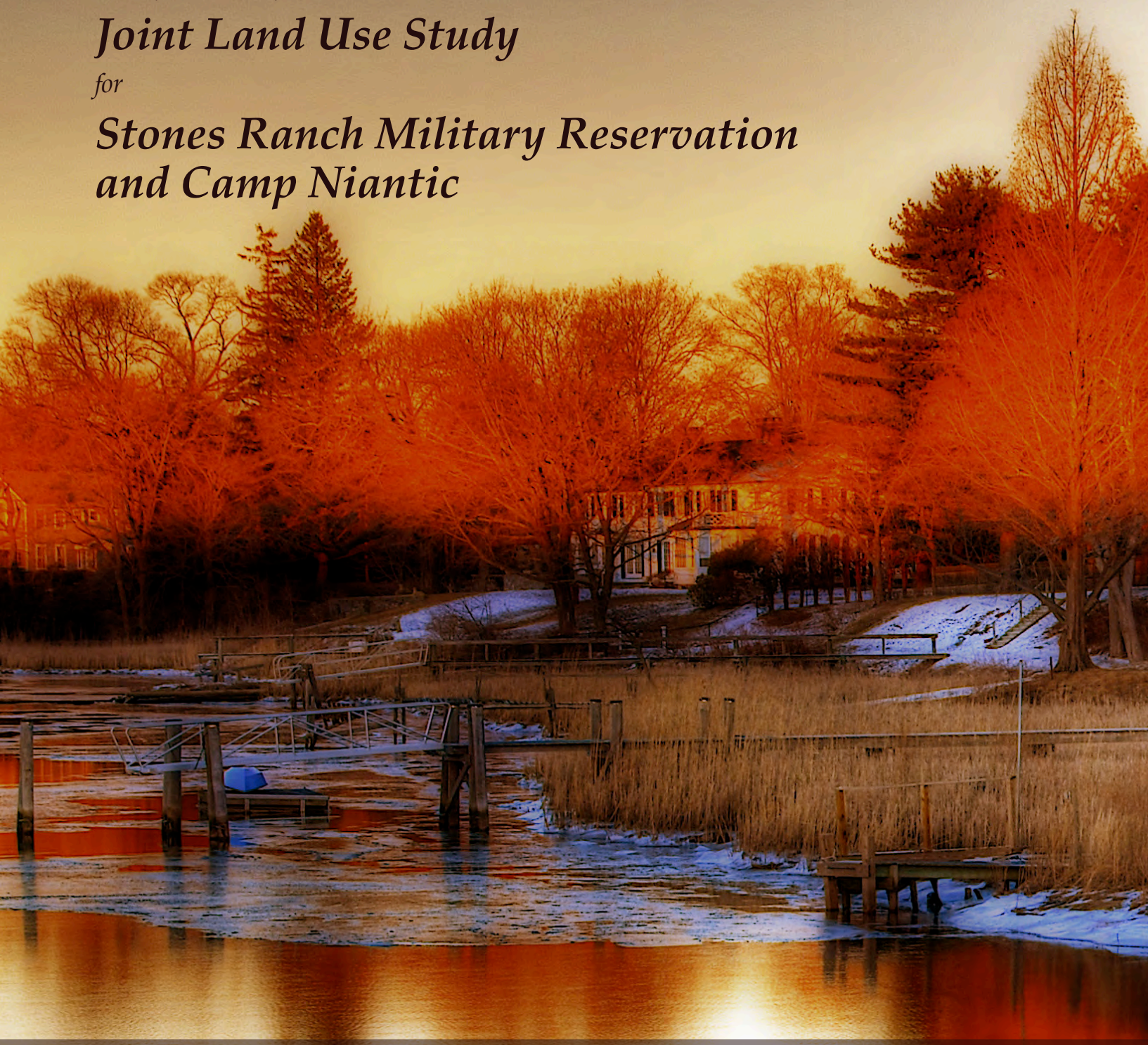
A Proposal to Prepare the

Joint Land Use Study

for

Stones Ranch Military Reservation and Camp Niantic



Submitted by:

Matrix DESIGN GROUP

November 14, 2014

Prepared for:

Town of East Lyme, CT

Matrix DESIGN GROUP

Point of Contact for Matrix Design Group:

Celeste Werner, AICP
2224 W. Northern Avenue, Suite D240
Phoenix, AZ 85021
Office: 602.288.8344

Matrix Design Group
2224 W. Northern Ave., Suite D240
Phoenix, AZ 85021
(602) 288-8344
www.matrixdesigngroup.com

November 14, 2014

Town of East Lyme
Gary A. Goeschel II, Director of Planning
108 Pennsylvania Avenue
P.O. Box 519
Niantic, Connecticut 06375

RE: Request for Proposals for the Stones Ranch Military Reservation Joint Land Use Study

Dear Mr. Goeschel,

In response to your request, Matrix Design Group, Inc. (Matrix) is pleased to present to you our proposal to provide consulting services for the preparation of the Stones Ranch Military Reservation Joint Land Use Study (JLUS). The Matrix team has the proven expertise needed to complete the tasks listed in the Request for Proposals (RFP). Specifically, our team offers the following advantages:

1. **Relevant JLUS Experience**. Our project management team and core technical team have personal experience on over 30 JLUS studies and nine JLUS implementation programs nationwide. This focus brings an unmatched level of experience, expertise, and lessons learned that will be applied to developing a successful JLUS program for Stones Ranch and Camp Niantic.
2. **Extensive Local Experience.** The Matrix team not only offers extensive JLUS experience, it will include a Lead Planner with almost 30 years of professional planning experience in Connecticut. This will allow Matrix to apply the specialized knowledge necessary for a successful JLUS within the legal, policy, regulatory and administrative framework unique to Connecticut. Matrix is confident that no other Firm can offer this combination of assets.
3. **Public Participation Expertise**. Our planners are all trained facilitators and routinely conduct committee and public forums and hearings as part of the development of community and military plans and JLUS reports. We have the experience and knowledge to translate technical information about military training and activities into easy to understand terms, resulting in more effective public and stakeholder engagement. In all of our client's projects, our team leaders have facilitated successful discussions that not only produced consensus-based solutions, they established lasting and enhanced coordination and cooperation.
4. **Community and Military Planning Experience**. Our planners routinely work on both community and military planning projects, including comprehensive plans and zoning codes for jurisdictions nationwide, as well as long-range facility plans for Department of Defense facilities worldwide. We understand how tools such as zoning codes and comprehensive plans play into the development of lands around military operating areas and how these tools can be used to effectively manage encroachment and compatibility between communities and military activities. This unique mix of experience makes our team perfectly suited to address the array of compatibility issues that have and will be identified.
5. **Federal Law and Accounting Procedures**. All of our JLUS projects have been performed under grants provided by the Office of Economic Adjustment (OEA). We maintain records in compliance with federal requirements, and as part of JLUS projects, we produce invoicing, and progress reports in a format that can typically be attached and sent on to OEA to meet the agency's grant reporting requirements, reducing the agency's grant management time, maximizing the benefits of administrative reimbursement and providing for a more efficient process start to finish.

We are very excited about the prospect of providing consultant services to East Lyme, and are both willing and able to provide the requested products and services listed in the RFP. If you have any questions, or require additional information regarding the content of our submittal, please do not hesitate to contact me at 602.315.0736, or at celeste_werner@matrixdesigngroup.com.

Sincerely,

Celeste Werner, AICP
Project Manager / Vice President

Page intentionally left blank

A Proposal to Prepare the

Joint Land Use Study

for

Stones Ranch Military Reservation and Camp Niantic

Prepared for:

Town of East Lyme, CT

Submitted by

Matrix DESIGN GROUP

November 14 2014

Please see the next page.

1

Table of Contents

Page intentionally left blank

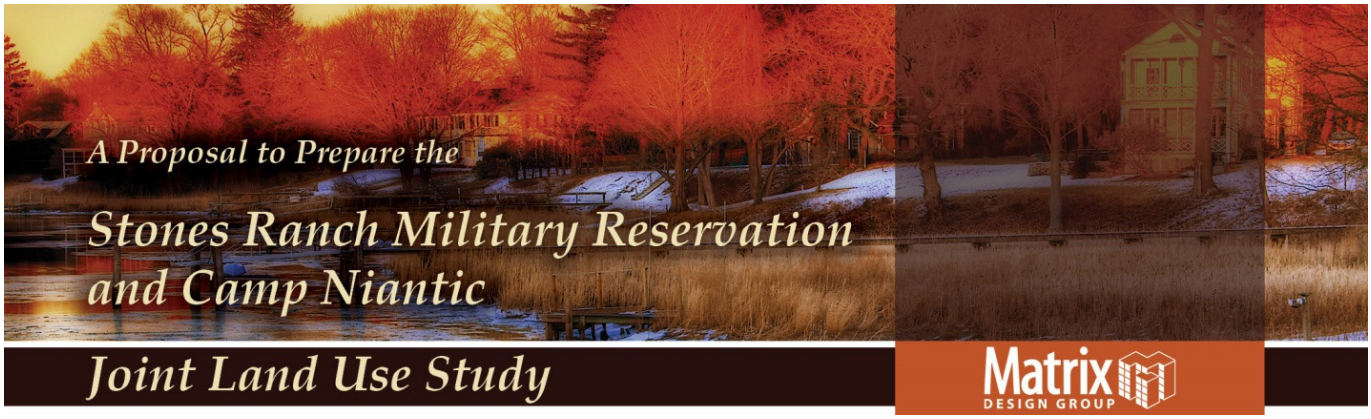


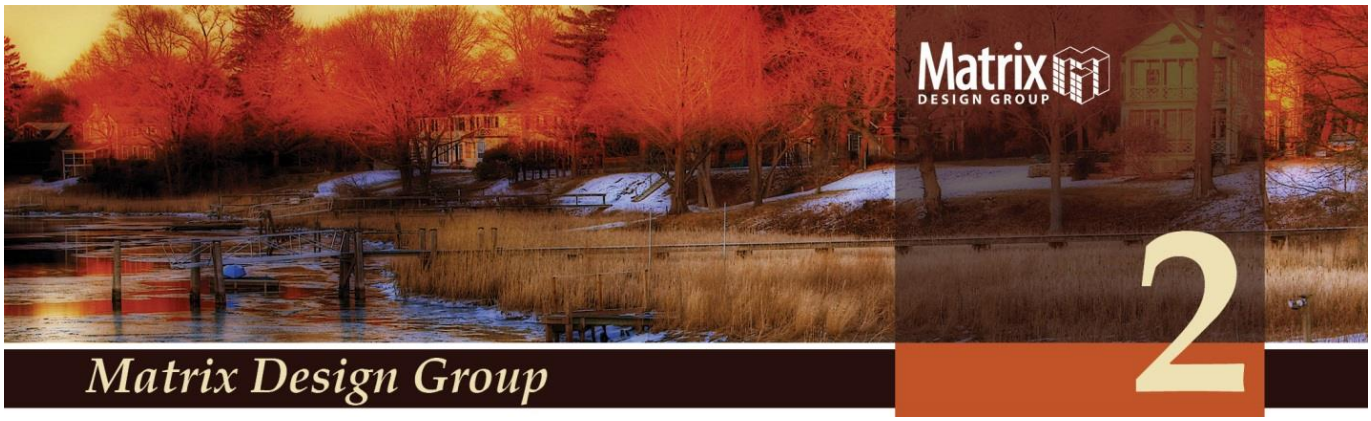
Table of Contents

Figures and Tables

Matrix Design Group

2

Page intentionally left blank



Matrix Design Group

Founded in 1999, Matrix Design Group (Matrix) is an interdisciplinary planning and engineering firm specializing in a wide range of professional technical services for municipalities, private sector entities, and other agencies / organizations. Our staff brings expertise in joint land use studies, community planning, infrastructure engineering, environmental compliance, landscape architecture and urban design, geographic information system (GIS) analysis, and graphics / desktop publishing support.

Matrix is a privately held corporation with over 120 employees headquartered in Colorado Springs, Colorado, with offices located throughout the United States:

- Anniston, AL
- Atlanta, GA
- Colorado Springs, CO
- Denver, CO
- Omaha, NE
- Niceville, FL
- Parsons, KS
- Phoenix, AZ
- Pueblo, CO
- Sacramento, CA
- Tamuning, GU
- Washington, D.C.

For this project, Matrix will manage the JLUS project from our Phoenix, Arizona office, with support by staff located in other Matrix offices, including a staff member working out of the Hartford, CT area.

Contact Information

The location and contact information for our project management office and our Corporate Office is as follows:

Phoenix Office (Project Office)

Address: 2224 West Northern Avenue, Suite D240 Phoenix, AZ 85021
Phone: (602) 288-8344 Fax: (602) 324-8985

Washington D.C. Office (Project Office)

Address: 2138 Priest Bridge Ct., Suite 1
Crofton, MD 21114
Phone: (443) 274-6111 Fax: (443) 274-6060

Corporate Headquarters

Address: 2435 Research Parkway, Suite 300
Colorado Springs, CO 80920
Phone: (719) 575-0100 Fax: (719) 575-0208

Project Manager Contact Information

This project will be managed by Celeste Werner from our office in Phoenix, Arizona. Contact information is as follows:

Celeste Werner, AICP, Vice President
Office: (602) 288-8344
E-mail: celeste_werner@matrixdesigngroup.com

Why Choose Matrix?

We understand compatibility planning. Our staff has a long history in compatibility planning. This experience includes Joint Land Use Studies (JLUS), Encroachment Action Plans, Air Installation Compatible Use Zone (AICUZ) studies and Base Realignment and Closure (BRAC) Reuse Plans across the nation. Matrix has worked on over 30 JLUS projects to date and is an industry leader in this very specialized area.

We know community planning. The Matrix team has extensive experience in the development of comprehensive plans for towns, cities and counties around the United States. From small towns to large metropolitan areas, our planners have written planning documents used to direct land use, economic development, transportation and conservation. In addition, Matt Davis, a key Matrix planner for this project, is a Connecticut native with almost 30 years of professional planning experience, the overwhelming majority of that spent working in and for Connecticut municipalities.

We know military planning. Our team members also offer extensive experience in working with all branches of the U.S. Armed Forces, including the Army National Guard. When looking to develop a plan that can be successfully implemented, a comprehensive understanding of the operations, requirements, and regulations of the military mission is vital. Our experience includes planning activities related to installations, ranges, airspace / sea space utilization, facilities needs assessments, infrastructure, and operations. Our team also includes expertise in technical areas that are used to support our planning functions, such as noise, air quality, natural and cultural resources, hazardous materials and remediation, and environmental compliance.

Training is essential to readiness and Matrix understands how important Stones Ranch is to accomplish that imperative. JLUS planning is not simply another form of conventional strategic planning. A successful JLUS planning effort depends on more than just a working knowledge of standard planning procedures, “theory” and implementation tools. It requires all of this plus extensive knowledge and experience working in military environments. No other firm can offer the combination of assets that Matrix possesses.

We know OEA Expectations. We have conducted over 40 projects under contracts funded by OEA. For each of these projects, we have had the pleasure of working closely with OEA staff on producing high quality JLUS documents, the California Compatibility Planning Handbook, and other planning studies. Our experience and relationships with OEA also allow us to stay abreast of important changes in OEA and DoD program objectives. For instance, our planners understand the evolving challenges of coastal environments and their potential impact on facilities and operations. Regardless of cause, it is clear that the frequency and intensity of storm events is increasing. Flood elevations have been adjusted upwards in many areas to reduce risks from storm surges. In response, the Federal DoD has required that its military facilities take these issues into consideration in terms of the ability to sustain or enhance missions and operations. As part of the Stones Ranch JLUS, Matrix will undertake a comprehensive assessment to determine how these circumstances are currently impacting Camp Niantic and what threats might exist if current trends continue.

Public Involvement. Success for the JLUS project is best accomplished through communication and collaboration. Matrix would bring expertise to this project in facilitation and consensus-building, having a wide range of experience with JLUS projects comprised of many stakeholders, all with varied interests and concerns. Matrix works with all stakeholders to ensure they are equitably represented and provided with the opportunity to voice their positions.

Satisfied Clients. Matrix's track record not only shows in the number of successful JLUS engagements we've carried out, but it's evident in the comments our clients have about their experience working with Matrix. In fact, at Matrix we see you not as a client, but as a partner. We see every project as an opportunity to establish new relationships where we can apply our knowledge, experience and abilities to help communities accomplish important objectives. As required by the RFP, we've provided three professional references below. Please feel free to contact each to discuss their Matrix experience.

Project: Camp Williams JLUS and JLUS Implementation

Contact: Fionnuala Kofoed, City Recorder, Eagle Mountain City (UT)
801-789-6610 or fkofoed@emcity.org

Project: Sheppard AFB JLUS

Contact: Kevin Hugman, Assistant City Manager, Wichita Falls (TX)
940-761-7451 or Kevin.Hugman@wichitafallstx.gov

Project: Malmstrom AFB JLUS

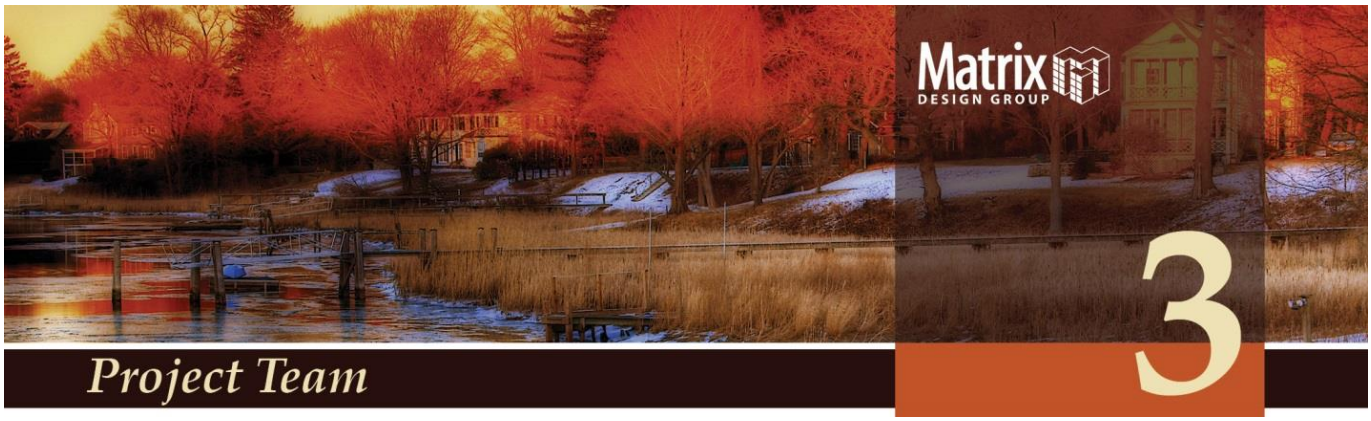
Contact: Joe Briggs, Commissioner, Cascade County (MT)
406-454-6815 or jbriggs@cascadecountymt.gov

Please see the next page.

Project Team

3

Page intentionally left blank



The Matrix Team

Our strength in developing great plans is simple: the caliber of our people. In this proposal, the experience referenced is not just corporate experience, but it is also the personal experience of the key staff that will be leading this effort, including work on over 30 JLUS and nine JLUS implementation programs throughout the U.S.

Our compatibility planning staff are passionate about their work. They are committed to making a difference, to providing personalized service and always putting our clients' needs first. At Matrix, we believe that successful planning goes beyond the preparation of policies and maps – it is about listening to our client's needs, understanding the underlying conditions, providing a range of innovative alternatives, and creating workable and feasible solutions specifically tailored to each client's unique situation.

The team proposed for this JLUS project is shown on the Organizational Chart on the following page and described in the pages that follow. Resumes for these individuals are found at the end of this section.

Management Personnel Experience

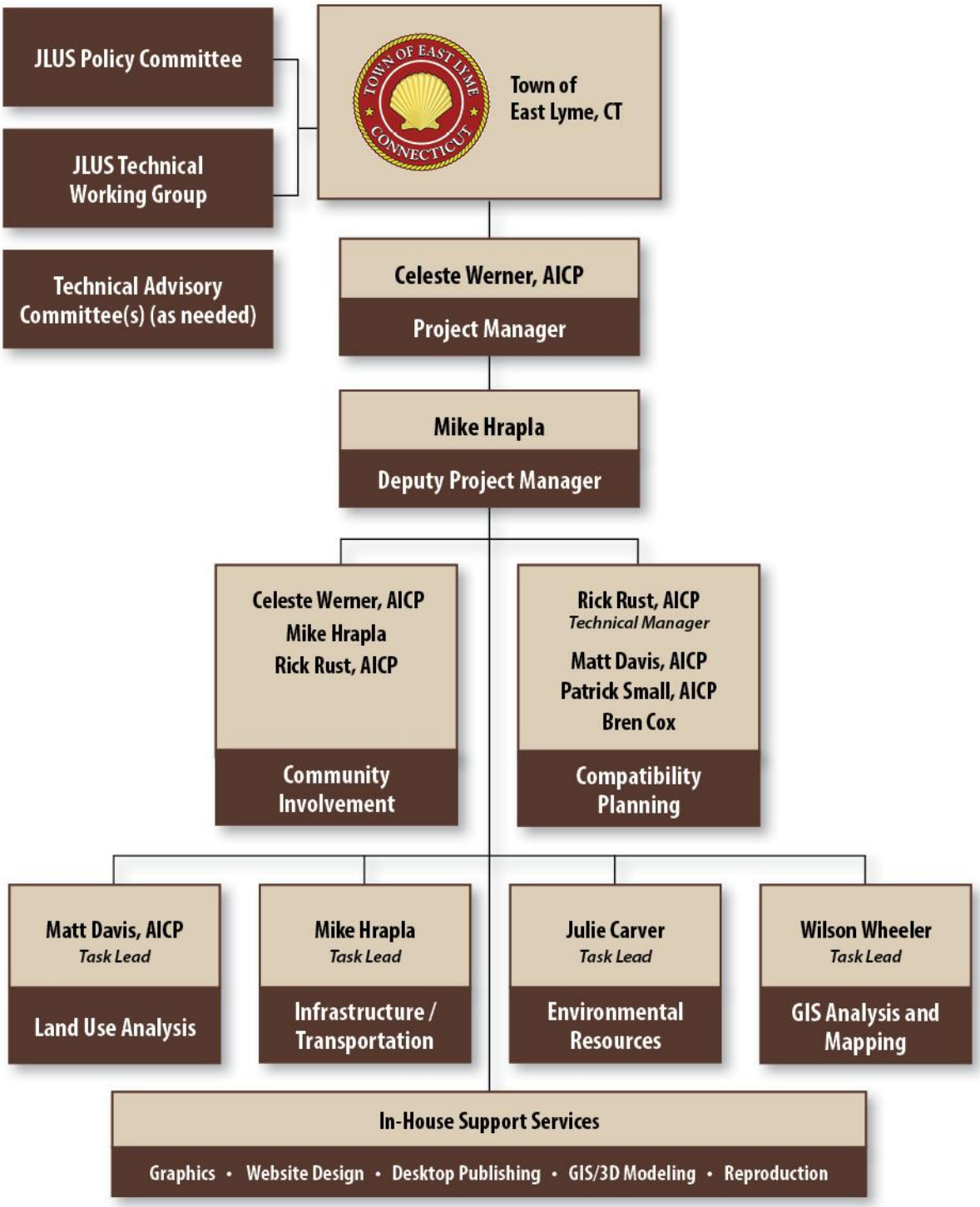
Celeste Werner, AICP, Mike Hrapla, and Rick Rust, AICP serve as the management team for all of Matrix's JLUS projects. While the roles for each JLUS vary depending on location, availability, and local knowledge, all three are intimately involved in each JLUS project.

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

Mike Hrapla will serve as Deputy Project Manager on this project, providing management support to the team. Mike will serve as the primary point of contact to ensure that East Lyme's staff has access to the Matrix team at all times. His strength is in establishing and guiding a collaborative approach to planning that creates community consensus as an integral component of a successful JLUS.

As a retired Air Force Colonel and civil engineer, Mike provides the team with unique insights into the technical requirements of military units, activities, and facilities within a study area. With more than 38 years of experience managing and preparing planning and engineering studies for both communities and the military, he understands the dynamics of both rural and urban communities and the value of creating implementable strategies that are widely accepted.

Team Organization Chart



Rick Rust, AICP will serve as the Technical Manager for this JLUS. Rick also has more than 30 years of experience in the management and preparation of compatibility planning studies, planning studies, environmental compliance documents, and GIS analysis for both public and private sector clients throughout the country. During his career, Rick has completed projects at over 50 military installations throughout the US and its territories and has worked on dozens of community comprehensive plans and environmental impact assessments. His technical expertise has been essential in the development of JLUS and planning documents prepared by Matrix.

Key Professional Staff Experience

Matt Davis, AICP will serve as Lead Planner on this JLUS project. A native of southeastern Connecticut, Matt has extensive planning experience in Connecticut, including serving as Planner for the Town of Waterford for eight years and as the Manager of Planning Services for the Town of Groton for another six years. In addition, as a Planner for the Southeastern Connecticut Council of Governments (SCCOG), Matt helped other area towns as a contract planner, including Colchester, North Stonington and Franklin. As a private consultant, Matt worked on development project entitlement, policy planning and other matters in over 30 additional Connecticut towns and cities.

Pat Small, AICP and Bren Cox will both provide support as Project Planners. Both Pat and Bren have extensive JLUS and community planning experience.

Technical Staff and Resources

Matrix is fortunate to have in-house a wide array of highly qualified and creative technical specialists. Our technical staff includes experts in GIS, document production, digital graphics and illustration, web developers, computer modeling, environmental analysis and others. All of these individuals work in close collaboration with project management, project planners and with each other on JLUS and other military assignments, and as such, they have the skills and experience necessary to provide seamless, high quality, timely support throughout the project. Matrix is proud of the quality of its award-winning documents and with the help of our support team members, Matrix will provide East Lyme with an assortment of high quality, user-friendly project materials from initiation to completion.

CELESTE BOCCIERI WERNER, AICP
VICE PRESIDENT

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

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

PROFESSIONAL AFFILIATIONS
American Institute of Certified Planners (AICP)

American Planning Association

Federal Planners Division, APA

Society of American Military Engineers

Association of Defense Communities

International Association for Public Participation

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

BRW / URS
Vice President, Planning Director
1994 to 2005

PROFESSIONAL SUMMARY

Over the past 29 years, Celeste Werner has supported public, quasi-public, federal, military, and private and tribal clients at the local, national, and international level. She possesses proven skills in conflict resolution and public involvement facilitation, building consensus and trust amongst stakeholders. Her commitment and passion for planning is demonstrated by her hands-on approach and proven ability to manage various components of complex projects simultaneously.

Ms. Werner is a leader who integrates her team members, creates an environment for creative thinking, and fosters communication internal to the team as well as external with the client and stakeholders. Examples of her successful management style have been captured in numerous award winning projects and recognitions she has received throughout her career.

RELEVANT EXPERIENCE

Compatibility Planning / Joint Land Use Studies and Encroachment

Ms. Werner has served a critical role in the development and management of numerous Joint Land Use Studies (JLUS) and compatibility plans for both local communities and military installations across the country. These studies addressed the sustainability of local communities and military installations, seeking mutually beneficial strategies to mitigate encroachment impacts and ensuring that future development surrounding the installations will be compatible with both the military mission and community needs. Ms. Werner's key compatibility projects include:

- Hampton-Langley JLUS
- NAS Patuxent River JLUS
- NSF Dahlgren JLUS
- NAF El Centro JLUS
- NAS Kingsville JLUS
- Camp Bullis JLUS
- Camp Roberts JLUS
- Camp Williams JLUS
- Camp Rilea JLUS
- Fort Indiantown Gap JLUS
- R-2508 Complex JLUS
- Beale AFB JLUS
- Edwards AFB JLUS
- Andersen AFB JLUS
- Idaho JLUS
- Bay County JLUS
- Del Rio JLUS
- Malmstrom AFB JLUS
- Territory of Guam JLUS
- Fairchild AFB JLUS
- Randolph AFB JLUS
- Sheppard AFB JLUS

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

Ms. Werner provided leadership and technical assistance in the **Restricted Area 2508 (R-2508) Complex JLUS**. The R-2508 JLUS included approximately 20,000 square miles of airspace in the upper Mojave Desert Region, and the installations and ranges of Naval Air Weapons Station (NAWS) China Lake, Edwards Air Force Base (AFB) and the National Training Center (NTC) at Fort Irwin. The focus of the JLUS was to ensure that land use decisions are logical and consistent.

To achieve that, the JLUS preparation process included all stakeholders that regulate or influence military operations and future development within the R 2508 Complex area. The size of the study area brought with it additional challenges associated with reaching consensus among a multitude of stakeholders.

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

Community Planning

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

Projects that Ms. Werner played a key role in the engagement of interested stakeholders include:

- San Antonio North Sector Plan, TX
- City of Casa Grande, AZ
- City of San Luis Obispo, CA
- City of Lincoln, CA
- City of Oxnard, CA
- City of Stockton, CA
- Tulare / Lake Counties, CA
- City of Goodyear, AZ
- Tri-County, FL
- North Las Vegas, NV

Military Planning

Ms. Werner has also prepared dozens of military planning studies (i.e., master plans, compatibility plans land development, aviation planning, facility asset management, etc.) for the Navy, National Guard, Air Force, Army, and Marine Corps. The following are just a few examples of her the military studies she has been involved with:

Project Manager for the development of an Encroachment Action Plan (EAP) for the NAWS China Lake. The EAP identified and assessed compatibility challenges, determined the nature and degrees of these challenges on mission capabilities, recommended regulatory and community frameworks that support or exacerbate land use compatibility challenges, and presented implementation strategies to mitigate and prevent land use compatibility impacts.

Project Manager for the Naval Observatory Flagstaff. Encroachment Implementation Plan (EIP). This EIP addressed the implementation of critical and unique land use concepts, acquisitions, easements and zoning agreements to ensure minimal impact to the critical mission objectives of the Naval Observatory in Flagstaff, Arizona and provided the framework for cooperative meetings, policies and actions between, local, state, federal, and community landowners and stakeholders with the Navy to minimize encroachment today and preserve capability for the future. The EIP is an action oriented and collaborative effort at all levels of the government.

MICHAEL HRAPLA
VICE PRESIDENT

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

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

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

PROFESSIONAL AFFILIATIONS
Society of American Military Engineers (Fellow)

PROFESSIONAL HISTORY
Matrix Design Group, Inc.
Vice President
2005 to Present

URS
Vice President
2000 to 2005

United States Air Force
Colonel, Retired
1974 to 2001

PROFESSIONAL SUMMARY

Michael Hrapla is Vice President in charge of Department of Defense (DOD) Programs. His extensive background built over the past 39 years includes managing and directing small to very large planning, engineering, design, construction, housing and environmental operations and personnel at worldwide locations. Mr. Hrapla has served as the Principal-In-Charge on numerous large, complex, multi-discipline projects and Indefinite Delivery/ Indefinite Quantity (IDIQ) projects. He brings unique experience and understanding to this role, with past experience as an Air Force Base Civil Engineer, HQ Air Force Programmer, Air Mobility Command (AMC) Chief of Operations, Air Combat Command (ACC) Assistant Command Engineer and former Air Force Special Operations Command (AFSOC) Command Engineer. He has a broad range of skills in contingency engineering, strategic planning, and military engineering including project development, concept, design, implementation, requirements development, military housing, and weapon system beddown programs.

RELEVANT EXPERIENCE

Compatibility Planning / Joint Land Use Studies and Encroachment

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

- Hampton-Langley JLUS
- Beale AFB JLUS
- Malmstrom AFB JLUS
- NSF Dahlgren JLUS
- NAS Patuxent River JLUS
- Bay County JLUS
- NAF El Centro JLUS
- Camp Bullis JLUS
- Camp Roberts JLUS
- Randolph AFB JLUS
- Sheppard AFB JLUS
- Fort Indiantown Gap JLUS
- Camp Rilea JLUS
- Camp Williams JLUS
- Idaho JLUS
- R 2508 Complex JLUS
- Fort Irwin JLUS

As the lead on the **Hampton-Langley AFB JLUS,** Mr. Hrapla and the Matrix team worked with the City of Hampton and the cities of Newport News, Poquoson, and the York County to address concerns over encroachment issues that impact the critical flying mission and training mission of Langley AFB. The regional jurisdictions identified the need for adequate land use planning policies between the civilian community and military installations, and to manage the growth and the conflict that could develop around Langley AFB. The purpose of the plan was to foster community growth, and to recognize the need to conduct Air Force flight operations for the F-22 aircraft, and other supporting aircraft missions by the military. The JLUS strategies addressed urban growth and development, expanding various training requirements, transportation corridors, and balancing extensive natural and threatened and endangered species resources.

The **Malmstrom AFB JLUS and Implementation** (in progress) addresses a seven county region of central Montana impacted by the Missile Complex associated with Malmstrom AFB. This unique national asset required the development of universally acceptable strategies that will posture the Base to accept a variety of potential missions in the future, including reactivating flight operations, to augment its reduced role of maintaining launch facilities.

Mike served as the **Project Manager for the Naval Support Activity Panama City (NSA PC) JLUS.** NSA PC is the Navy's premier location for dive training and littoral warfare training. The Navy has 10 specially designated open water training areas in the bay and gulf

waters around Bay County. These open water training areas and the mission activities are essential to carrying out the missions and operations at the installation. The JLUS studied the impacts of growth on the installation and operations on land and sea. The integration of RDT&E, as well as training missions, created a unique aspect related land / water interface policy and plans. The goal was to protect the mission's capability, as well as capacity to accomplish both missions and protect jobs and spin off economic benefits created by having the installation in the community.

Mr. Hrapla is also leading the **NAS Patuxent River** (NAS PAX) JLUS as project manager. The NAS PAX JLUS Study Area encompasses the areas surrounding the NAS PAX's main base, its outlying Field, Webster Field, and the areas influenced by military operations, extending to nine counties across three states. Key issues being addressed through this JLUS include the effect of renewable energy (wind turbines) on the frequency spectrum, vertical obstructions, noise contours extending across the Chesapeake Bay, and the protection of natural resources.

Mike is also the Project Manager for the NSF Dahlgren JLUS. This JLUS involves NSF Dahlgren and its Pumpkin Neck annex as well as coordination with the counties of King George, Westmoreland, Charles, and St. Mary's and the Town of Colonial Beach. Key issues being addressed through this JLUS include noise, competition for air/land/sea spaces, protection of natural resources, and vertical obstructions, among others.

Military Planning

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

Additional examples include:

Program Director for the Edwards AFB Community Enhancement Committee. This project was an informational outreach effort to educate and facilitate the community's understanding of the complexities of the range and airspace activities that occurred at Edwards AFB and the surrounding communities. The uniqueness and complexities of the RDT&E mission created a number of challenges that needed to address in a direct and public forum without degrading the sensitivity and classification of specific programs.

Joint Strike Fighter Basing Study. Mr. Hrapla was the military experience advisor for the Joint Strike Fighter (JSF) Basing Study, which was conducted by the JSF Program Office. This challenging purple project comprised of representatives from the Air Force, Navy, and Marine Corps. The overall objective of the project was to develop a set of requirements that would be the baseline structure to by all services. The methodology included development of procedures for documenting and assessing an installation's facility and infrastructure capacity and methods to evaluate key environmental concerns (noise and air quality) related to site selection.

RICK RUST, AICP
VICE PRESIDENT

AREAS OF EXPERTISE
- JLUS / Compatibility Planning
- Comprehensive and Specific Plans
- Military Master Planning
- Economic Development / Corridor Planning
- Socioeconomic Analysis
- GIS in Planning
- Public Participation

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

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

PROFESSIONAL AFFILIATIONS
American Institute of Certified Planners (AICP)

PROFESSIONAL HISTORY
Matrix Design Group, Inc.
Vice President
2004 to Present

BRW / URS
Community Planning Manager
2000 to 2004

Jones & Stokes
Associate Principal
1996 to 2000

Chambers Group
Planning and GIS Services Manager
1990 to 1996

TRW
Environmental Planner
1985 to 1990

City of Norco
Assistant Planner
1983 to 1985

PROFESSIONAL SUMMARY

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

RELEVANT EXPERIENCE

Compatibility Planning / Joint Land Use Studies and Encroachment

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

- Hampton-Langley JLUS
- Randolph AFB JLUS
- NAWS China Lake EAP
- NSF Dahlgren JLUS
- Camp Bullis JLUS
- Camp Roberts JLUS
- Fairchild AFB JLUS
- Sheppard AFB JLUS
- NAS Kingsville JLUS
- Idaho JLUS
- Bay County JLUS
- Camp Rilea JLUS
- Beale AFB JLUS
- R-2508 Complex JLUS
- Camp Rilea JLUS
- NAF El Centro JLUS
- NAS Patuxent River JLUS

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

Mr. Rust led the Beale AFB JLUS in California as Project Manager. The Beale AFB JLUS included assessment of 23,000 acres of land as well as impacts associated with large aircraft based at Beale AFB whose mission in reconnaissance support is strategic in the nation's line of defense. Beale AFB is one of only three installations in the U.S. equipped with Phased Array Warning System (PAWS) used for detecting sea-launched ballistic and intercontinental missiles. The Beale AFB JLUS primarily focused on preserving this valuable mission of the AF at the installation by recommending strategies for compatible growth as the area grew. Land uses and infrastructure extensions were assessed based on the growth in the area.

For compatibility planning, Mr. Rust's experience brings with him a wealth of technical knowledge that pertains to the assessment of issues under each of the 24 compatibility factors used by Matrix and the development of successful strategies to address these issues.

Some of his key experience that have allowed him to develop keen technical knowledge includes:

Air Force Operations

Mr. Rust has been a technical lead on JLUS and Air Installation Compatible Use Zone (AICUZ) reports at a wide range of Air Force installations. These include installations with flight / flight training operations with large aircraft (Beale AFB, Sheppard AFB, Malmstrom AFB), installations located in suburban communities (Fairchild AFB), and large military headquarters

(Randolph AFB, Lackland AFB). For all installations, a thorough understanding of Air Force operations, requirements and procedures, Air Force Instruction (AFI), and understanding and use of information in technical studies, such as AICUZs.

Alternative Energy

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

Community Planning

Mr. Rust has been the project manager or lead planner on dozens of comprehensive planning and zoning projects. For each of these, managing growth, promoting economic development opportunities, and ensuring the delivery of adequate public services and facilities (i.e., schools, parks, water, sewer, police, fire, etc.) were paramount. Mr. Rust has also developed several complete zoning ordinances and changes to building codes. This in-depth understanding of code requirements helps him to develop responsive code changes needed to fully implement JLUS proposals. Work included the award winning Inyo County and City of Indio General Plan programs, as well as general plan, ordinance and zoning programs for the following cities:

- Oxnard General Plan, CA
- Stockton General Plan, CA
- Tulare General Plan, CA
- Ridgecrest General Plan / Zoning, CA
- Lincoln, Crescent City, Woodland, Tulare, Lake, and Del Norte counties
- San Antonio North Sector Plan, TX
- Peoria General Plan, AZ

For two cities in California, the cities of Oxnard (adjacent to Naval Base Ventura County) and Ridgecrest (adjacent to NAWS China Lake), Mr. Rust helped to develop comprehensive plan components designed to enhance compatibility planning. The Ridgecrest General Plan also fully implemented the policy changes proposed in the R-2508 Complex JLUS.

As part of this community planning experience, Mr. Rust has developed several GIS-based land use models. These models were used to project growth and assess potential impacts on public services. He has also utilized GIS to help assess the implications of military operations on local communities (noise from overflight, explosive safety, impacts of anti-terrorism changes on local roadways, etc.).

Public Participation

In addition to his vast experience in compatibility, community, and military planning, Mr. Rust also has extensive experience working with the public. He is very adept at conducting interactive public participation activities, such as workshops, charrettes, surveys, and in presenting technical issues in a simple and understandable manner at public hearings.

Military Planning

Mr. Rust has prepared dozens of studies (i.e., master plans, compatibility plans land development, aviation planning, facility asset management, etc.) for the Air Force, Army, Navy, Marine Corps, and National Guard. His in-depth understanding of training and operational requirements, range operations, technology, flight characteristics, and base support needs makes him uniquely qualified to discuss these items with military personnel for identifying both compatibility issues and potential solutions as part of a JLUS. Mr. Rust has also worked with the Air Force on Air Installation Compatible Use Zone Reports, the Navy on Encroachment Action Plans (EAP), the Navy's internal look at community compatibility, for NAWS China Lake and the Naval Observatory in Flagstaff. He also provided the technical review of the EAP for the Territory of Guam.

MATTHEW J. DAVIS, AICP, LEED GREEN ASSOCIATE
SENIOR PLANNER

AREAS OF EXPERTISE
- Policy/Program Analysis
- Comprehensive Planning
- Area/Functional Plans
- Plan and Policy Implementation
- Land Use/Zoning Codes
- Project Design/Entitlement
- Public Engagement

EDUCATION
Masters Public Administration
University of Hartford, 1991

Bachelor of Science Geography
Southern Connecticut State University, 1985

PROFESSIONAL AFFILIATIONS
American Institute of Certified Planners,
1993 to Present

American Planning Association 1987 to Present

U.S. Green Building Council
2011 to Present

PROFESSIONAL HISTORY
Matrix Design Group, Inc.
Senior Planner
2013 to Present

Town of Groton (CT)
Manager of Planning Services
2006 to 2013

SECT Council of Governments and Independent Consultant
Regional/Consulting Planner
2005 to 2006

Town of Ellington (CT)
Planning Director
2003 to 2005

Robinson & Cole LLP
Land Use Analyst
1997 to 2003

BRW Group
Senior Planner
1995 to 1997

PROFESSIONAL SUMMARY
As a Senior Planner, Mr. Davis provides Matrix clients with over 25 years of combined public and private sector experience in government, private consulting and law. He not only helps clients create a policy "vision" to guide their actions, but also helps them successfully translate that vision into reality through the selective and creative application of codes, procedures and other tools. His direct and extensive experience working in a variety of geographic settings, institutional cultures, and legal and administrative frameworks provides him with the unique insights necessary to successfully collaborate with a wide variety of stakeholders.

RELEVANT EXPERIENCE

Military/Federal
Mr. Davis contributed as a Planning Lead or Project Planner to the following Military projects:

- Camp Williams ANG JLUS Implementation (UT)
- Columbus AFB JLUS Implementation (MS)
- Joint Base San Antonio JLUS Implementation (TX)
- NAS Fallon JLUS (NV)
- NSF Dahlgren JLUS (MD)
- Greenlief Training Site JLUS (NE)
- Dobbins ARB JLUS (GA)
- Patuxent River NAS JLUS (MD)
- Ventura County Naval Base JLUS (CA)
- JBSA-Lackland Lighting Ordinance (Bexar County TX)
- Guam Pivot
- Williams Gateway Airport Redevelopment (AZ)
- Long Beach Naval Shipyard (CA)
- Yuma MCAS (AZ)

General and Comprehensive Planning
Throughout his career, and as both a public and private sector Planner, Mr. Davis has been directly involved in the development, update and analysis of literally dozens of community general and comprehensive plans. Although this experience has primarily involved matters in Connecticut, Mr. Davis has performed planning in a wide variety of geographic areas throughout the U.S.

Policy and Regulatory Analysis
Mr. Davis has extensive experience in not only evaluating public policy, but in developing and successfully implementing policy. Mr. Davis is also skilled in evaluating, writing and guiding the adoption of complex land use regulations and procedures. This includes due diligence for national retailers, policy and regulatory analysis for industry advocates such as the NAR and impact fee analysis on behalf of MPC development clients.

Specific Area Plans and Functional/Program Plans
In addition to his plan and policy work, Mr. Davis has contributed to the design of various specific area plans including revitalization planning in north central Phoenix, "build out" plans, and specialized studies, such as for utility and transportation corridors. Mr. Davis has also authored or contributed to a wide variety of programmatic area plans including transportation/mobility, environmental resources, housing, economic development, parks and open spaces, and others.

Design Codes and Regulations
Throughout his career, Mr. Davis has written, managed the adoption of, and directly administered many types of land use codes and regulations. These include architectural and site design guidelines, conventional zoning codes, parking and street design, signage, innovative mixed use codes, active adult cluster housing codes, performance based codes, floating zones, subdivision regulations, and environmental regulations such as local FEMA flood regulations, grading and erosion controls, inland wetland regulations, coastal area MCP implementation, native landscaping codes, "dark sky" lighting regulations, storm water regulations and others.

Town of Waterford (CT)
Assistant Town Planner
1988 to 1995

Town of Enfield (CT)
Assistant Town Planner
1987 to 1988

Project Design and Entitlement

As both a public and private sector planner, Mr. Davis has contributed to the design and entitlement of a wide variety of projects and project types including, but not limited to, over 20 retail “super store” projects, a global headquarters for a multinational pharmaceutical firm, high-end multifamily developments for national and regional homebuilders, conventional freestanding office, retail and service uses, single-family subdivisions and “cluster” development and MPC “super blocks.”

Public Administration

Mr. Davis has approximately eight years of experience as either a Director or Manager of planning and land use operations in Connecticut. In this capacity he has been directly responsible for all aspects of department operations, including but not limited to HR, CDBG/Rehab, Budgeting, Program Development and Administration, Projects/Contracts, Commission Staffing, Inter-departmental and Inter-agency coordination, Legislative Review and Advocacy, Grants, Media and Public Engagement.

PATRICK SMALL, AICP
SENIOR PLANNER

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

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

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

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

PROFESSIONAL AFFILIATIONS
American Institute of Certified Planners

American Planning Association - National Capital Region

PROFESSIONAL HISTORY
Matrix Design Group, Inc.
Senior Planner
2014 to Present

IPP
Technical Director
2012 to 2012

GSIPT
Planning Director
2006 to 2012

Village of Islamorada
Principal Planner
2000 to 2006

Monroe County
Long-Range Planner
1999 to 2000

PROFESSIONAL SUMMARY

Mr. Patrick Small brings over 14 years of experience spanning county and local government, military, and federal agency planning for the public and private sector throughout the country. He has worked for local governments and with state agencies on land-use, environmental planning and site planning initiatives, and has served as an expert witness on land use cases before the Florida Judicial Court. His background includes project management, facilitation, master planning, site analysis and design, program development, development review, and quality assurance / quality control. Through his collective experiences, he has developed a practical, holistic and collaborative approach to creative problem solving based on a multidisciplinary planning process.

RELEVANT EXPERIENCE

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

- NAF El Centro JLUS
- Naval Base Ventura County JLUS
- NAS Patuxent River JLUS
- Fort Indiantown Gap JLUS
- Sheppard AFB JLUS
- JBSA-Randolph JLUS
- NAS Fallon JLUS
- Dobbins ARB JLUS
- APG JLUS

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

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

Military Planning
Mr. Small has worked on and managed high-profile planning projects and studies throughout the country for all branches of the military including NAVFAC, NSA North Potomac, and various Navy Commands. Mr. Small's military planning experience is rooted in master planning and Capital Improvement Plans, needs assessments, asset management, and facilities development. Mr. Small was principally involved in managing the realignment of Walter Reed Army facilities to the Walter Reed National Military Medical Center including joint-basing requirements and mitigating compatibility with the adjacent community through best management practices. He has provided planning and conflict resolution training for US Marines stationing in Afghanistan at the request of the USMC. Specific examples of his work include:

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

BRENDEN COX
PLANNER

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

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

PROFESSIONAL AFFILIATIONS
American Planning Association
Arizona Planning Association

PROFESSIONAL HISTORY
Matrix Design Group, Inc.
Community Planner
2008 to Present

PROFESSIONAL SUMMARY

Mr. Brenden Cox has five years of experience as a community and compatibility planner. During his time with Matrix Design Group he has been exposed to a wide range of community and compatibility planning projects and has been an integral team member in completing such projects at the federal, state, and local level throughout the United States and its territories. He has also gained knowledge and experience in environmental impacts and analysis, military planning, and community coordination. He has a keen eye for detail which has been vital to the development and completion of quality documents.

RELEVANT EXPERIENCE

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

- Hampton-Langley JLUS
- Fort Harrison and Limestone Hills Training Area JLUS
- Camp Bullis JLUS
- Camp Rilea JLUS
- Malmstrom AFB JLUS
- Edwards AFB Map Atlas
- Camp Williams JLUS
- Malmstrom AFB JLUS Implementation
- Sheppard AFB JLUS
- Andersen AFB JLUS
- Fort Indiantown Gap JLUS
- Guam Naval Base JLUS
- Camp Roberts JLUS

Community and General Planning
Mr. Cox has been involved in many community planning studies and projects during his time with Matrix Design Group, including Growth Management Plans, General Plans and Updates, Zoning Ordinances and Land Use Plans. Through these, he has gained experience and knowledge in areas such as land use guidelines; transportation systems; promoting economic development; managing growth, infrastructure and public service needs including schools, parks, water, sewer, health, police, fire, and environmental resources. To date, work includes general plan, ordinance and zoning programs for the following cities:

- San Luis Obispo, CA General Plan Update
- Lake County, CA Zoning Ordinance Update
- Tri-County, FL Small Area Studies
- San Antonio, TX North Sector Plan
- Oxnard, CA General Plan Update
- Oxnard, CA Housing Element
- Ridgecrest, CA Zoning Ordinance

WILSON WHEELER
GIS MANAGER

AREAS OF EXPERTISE
- GIS Applications
- Database Management
- Data Analysis
- Data Modeling

EDUCATION
BA, University of Colorado at Boulder, Environmental Science, 1998

Training / Applications

GIS Software

ESRI ArcGIS (v. 9)

ESR ArcInfo Workstation (v. 9)

ESRI ArcView (v. 3x)

ESRI Spatial Analyst

3D Analyst ArcView extensions

Autodesk AutoCAD Map 2008

Programming: Avenue, AML, HTML, Microsoft Visual Basic, and ESRI ArcObjects

PROFESSIONAL HISTORY
Matrix Design Group, Inc.
GIS Manager / Database Specialist
2002 to Present

Camp Dresser & McKee
Environmental Scientist / GIS Specialist
1998 to 2002

University of Colorado, Boulder
Earth Sciences Library Assistant
1995 to 1998

PROFESSIONAL SUMMARY

Mr. Wheeler is a GIS and database specialist with approximately 17 years of experience in GIS application and mapping. He has managed and provided technical oversight on many successful projects involving environmental investigations, civil engineering, land development and water resources engineering. Mr. Wheeler specializes in providing technical solutions for projects requiring: the application of GIS, database management, data analysis, photogrammetric analysis, hydraulic and hydrologic modeling, watershed modeling, exhibit preparation, topographic analysis and terrain modeling, and environmental characterizations.

RELEVANT EXPERIENCE

Mr. Wheeler has supported all of our JLUS projects since joining the firm, including the mapping of existing data, enhancement of data sets, and modeling of viewsheds, flight corridors, safety zones, noise contours, and ATR Instrumentation Radar Viewshed Overlays, and other potential compatibility area overlays that may be considered as part of JLUS recommendations.

Mr. Wheeler has been the lead GIS Specialist for several Joint Land Use Studies (JLUS) including the NAS Corpus Christi JLUS, Malmstrom AFB, JLUS, and Kingsville JLUS. He was responsible for the development of comprehensive and professional maps and other GIS-related products that were instrumental in illustrating current and future conditions, compatibility issues, and recommendations. Mr. Wheeler provided similar services for the Camp Bullis JLUS, Fairchild JLUS, and the Idaho JLUS.

As the GIS Project Manager for the City and County of Denver Storm Drainage Master Plan, Mr. Wheeler provided technical support and oversight for the GIS component of this storm drainage master planning project. He used the city and county's existing GIS data and imagery to analyze the current storm water infrastructure for deficiencies within the entire city and county.

Additionally, Mr. Wheeler developed a dynamic cost model for proposed storm water infrastructure improvements. This was accomplished using an ESRI Geo-database containing feature classes for proposed improvements. As the attributes and locations of the proposed improvements change, the estimated costs are automatically updated.

Mr. Wheeler was the GIS Analyst and Database Manager for the South Platte River Master Plan in Adams County, Colorado. He was responsible for maintaining inventories of aquatic and riparian habitat, municipal facilities along the river, planned construction, and/or improvements affecting riparian corridor and land use. Data were incorporated into several GIS projects, which were then used to develop maps for data analysis, decision-making, and presentation purposes.

Project Approach

4

Page intentionally left blank

Project Understanding

As communities develop and expand in response to growth and market demands, land use decisions can extend a community's development pattern closer to military installations and operational areas, which has the potential to result in compatibility issues. The resulting land use conflicts, often referred to as encroachment, can have negative impacts on community safety, economic development, and sustainment of military activities and readiness. This threat to sustainability is of great concern to both local jurisdictions and to the Department of Defense (DOD).

For many years, with the exception of the Rogers Lake summer community, the area around Stones Ranch was predominantly rural. However, in recent years, largely as a result of the availability of high quality schools, public services, recreation and other amenities, the area around Stones Ranch has experienced single family residential development, generally at the higher end of the market. Many of these new residents are unfamiliar with Stones Ranch, its history, its operations and its economic value. As the region continues to grow out of the recent economic slump, demand for new residential development will also grow. In fact, "EB" has recently celebrated the announcement of yet another substantial long term Federal contract and is actively engaged in facility expansion and hiring hundreds of new employees. East Lyme, Lyme and Old Lyme will all certainly benefit from this growth.

Camp Niantic, by contrast, is located in a very different setting and its future viability is dependent on addressing other types of issues and concerns. The Camp has been surrounded for decades by moderate density residential and mixed commercial uses in a beautiful coastal environment. As such, not only are the issues to be explored and resolved at Camp Niantic different, they'll need to be analyzed within a very different policy and regulatory context.

A key to the success of our projects is based on our experienced approach to facilitating multi-jurisdictional, stakeholder coordination and building consensus towards a workable solution.

In addition to our JLUS and community planning experience, the Matrix team includes staff with significant military experience, providing Matrix with detailed knowledge of the evolving nature of military training operations, including the growing integration of various civilian and quasi-military functions, agencies and operations into the "conventional" practice of national defense. As noted in the RFP, Stones Ranch hosts training not only for the Connecticut Army National Guard (CTARNG), but for the State Police, U.S. Navy and the State Department of Corrections.

Significant investments have been made recently at Camp Niantic, where the Readiness Center provides offices and training facilities for the 192cnd MP Battalion and the 85th Troop Command. These investments and the increased integration they support are absolutely essential to protecting interests at home and abroad. As these expand in scope, public understanding of changes will be needed.

Solutions that are desirable and implementable by the local governments and the military installation include community-driven, cooperative, and strategic actions. These actions are intended to promote community

development that is compatible with the military training, testing, and base support operational missions and that will reduce operational impacts on lands adjacent to, or affected by, the local military installation.

Creativity / Innovation in Planning Approaches

Our team possesses the knowledge and experience necessary to address technical issues (such as noise, safety, light and glare), as well as the policy analysis needed to develop creative and effective strategies. This is all done with attention to the balance between property rights, economic development objectives, environmental, operational, public safety and other legitimate interests. To do this, we use stakeholder and public participation methods which assist in maximizing participation and interest in the project. These methods enable participants to play an active role in the development of the JLUS. Our approach engages key stakeholders and public leaders from the very beginning of the project in order to establish important program protocols, to obtain input and guidance regarding study parameters and issue assessment, and to lay the necessary groundwork for a successful outcome.

JLUS Goals and Objectives

A JLUS can guide land use and resource decisions made by local jurisdictions, state and federal agencies, special interest groups and property owners within the JLUS study area, as well as the military. Our approach for the Stones Ranch JLUS is based upon the following goals and objectives:

JLUS Goal

The goal of the JLUS will be to protect the viability of current and future operations, while simultaneously guiding community growth, sustaining the environmental and economic health of the region, and protecting public health, safety, and welfare.

JLUS Objectives

To achieve this goal, three JLUS objectives are typically applied.

- Understanding. Convene community and military representatives to identify, confirm, and understand compatibility issues in an open forum, taking into consideration both community and military perspectives and needs. This includes public awareness, education, and input organized in a cohesive outreach program.
- Collaboration. Encourage cooperative land use and resource planning among the military and surrounding communities so that future community growth and development are compatible with training and operational missions, while seeking ways to reduce operational impacts on adjacent land within the study area.
- Actions. Provide a set of mutually supported tools, activities, and procedures from which local jurisdictions, agencies, and the military can select, prepare, adopt and use to implement the recommendations developed during the JLUS process. The actions include both operational measures to mitigate installation impacts on surrounding communities and local government and agency approaches to reduce community impacts on military operations. These tools will help decision makers resolve compatibility issues and prioritize projects within the annual budgeting process.

  In addition to these general objectives and as specified in the RFP, a key element of the Stones Ranch JLUS will be to develop a workable land exchange dialogue, as determined with guidance from the Army Corps of Engineers, CTARNG and the Towns of East Lyme, Old Lyme and Lyme, in order to consolidate land parcels to enhance compatibility.

Guiding Principles

With the above goal and objectives in mind, the JLUS program will be guided by the following basic principles. These will be clearly communicated to all key project personnel, Policy and Technical Committee members and other participants early in the program so that they can be understood, embraced and applied throughout the project's duration. In conjunction with the program objectives, these principles will provide a framework for evaluating and designing any necessary strategies, and developing consensus on preferred approaches to tasks, options and other actions.

- Inclusion and Transparency - Maximize engagement and access to information wherever possible
- Relevance – Focus resources on essential issues, plans, strategies and tools
- Efficiency - Seek to maximize available resources, delegate tasks to appropriate staff and leverage technology
- Equity – Give fair consideration to the legitimate rights and interests of property owners and private businesses
- Feasibility – Offer creative but practical solutions that are likely to be implemented

Using this framework will help the Committees, the Project Manager, the Matrix team and all stakeholders minimize conflict by clearly defining expectations from the outset.

Detailed Scope of Work and Project Schedule

The following Scope of Work details key tasks identified in the Request for Proposals, including suggested refinements based on Matrix's extensive experience conducting similar projects.

Task 1 – Overall Project Initiation and Administration

From kick off to completion, Matrix takes great care to manage every detail in order to assure an efficient and successful process.

Subtask 1.1 Work Plan Refinement

While Matrix believes the process defined in the RFP is generally sufficient to accomplish the overall objective, as part of the project initiation, Matrix will meet with the JLUS project sponsor to review and refine, as needed, the JLUS Work Plan and budget and make any necessary adjustments. Matrix includes this task as a component of all our projects and believes it is essential to establishing a clear understanding of the program, its components and the roles and obligations of key participants. Based on this collaborative discussion, Matrix will develop and provide a final Work Plan to the JLUS Policy and Technical Committees for approval.

Subtask 1.2 Administration and Management

Matrix will work with the CTARNG, and East Lyme and Old Lyme staff to provide administrative support to the JLUS Policy and Technical Committees in order to accomplish the following program management activities:

- Schedule committee and public meetings.
- Prepare meeting notices, agendas, minutes, handout materials, maps, presentation and any other items to accomplish the study objectives.
- Provide written monthly status reports that detail work in progress, work accomplished, and funds expended. Status reports will be provided by the 15th of the month following the reporting period for CTARNG, and Towns of East Lyme, and Old Lyme.
- Track compliance with project milestones and provide written work products and verbal JLUS committee briefings at the conclusion of each major phase of the study.

Policy Committee (PC) and Technical Committee (TC)

One of the first steps to conducting a successful JLUS process is the selection of PC and TC members who are informed, engaged and best represent their jurisdiction, agency, or group.

Policy Committee

Matrix understands that the PC will be a critical component to the success of the JLUS process, providing key insights to the local and regional issues and assisting with refinement of all recommendations. The responsibility of the PC will be to help establish the overall direction of the JLUS project, review and approve strategy recommendations, review and approve draft and final written reports, and assist in establishing a process to monitor implementation of adopted policies. The PC will be important in developing and maintaining relationships between key stakeholders, interested community members, and Matrix. As such, Matrix will be responsive and available to the PC members consistently throughout the JLUS process.

Matrix will coordinate and lead all PC meetings, with assistance from the East Lyme Project Manager. Matrix will also ensure that PC members are fully informed on the choices being made and the recommendations proposed so that they can provide input and perspective on the subject when making recommendations to their respective planning commissions and city councils on a proposed JLUS plan.

Technical Committee

The purpose of the TC is to provide the technical expertise, feedback, and suggestions to the PC and JLUS team. It is our understanding that both the TC and PC members will be selected prior to the start of the contract. If necessary and desired, Matrix can offer suggestions regarding the PC and/or TC membership, but regardless, we are prepared to work effectively with any such groups assembled by the client to administer the JLUS program.

PC / TC Meetings

PC / TC meetings will be held throughout the course of the project on a regular basis, based upon the milestones and deliverables identified in the RFP. The recommended discussion topics at each meeting are identified as part of each task in this scope of work. Matrix has initially suggested four PC/TC meetings. These can be "joint" and/or separate meetings; however for efficiency purposes, we propose that the meetings be scheduled on the same or consecutive days. This not only provides cost benefits, but assures the timely sharing of information between the committees. For example, Matrix may meet with the TC in the morning and the PC in the afternoon, or conduct joint PC / TC meetings, if appropriate.

The recommended discussion topics and tasks at the four committee meetings are as follows.

- PC/TC Meeting 1.
  The project kick-off meeting will be held as a joint meeting with both the PC and TC. The purpose of the project kickoff meeting will be to outline the JLUS goals and the process (work plan and schedule) and educate all stakeholders about the Stones Ranch JLUS and their roles and responsibilities during the project. The preliminary study area will be defined and reviewed in conjunction with an overview of compatibility factors and a discussion of potential compatibility issues.
- PC/TC Meeting 2.
  Review and prioritize compatibility issues, review data gap analysis, and review preliminary draft compatibility issues maps. This meeting will take place during the "tiger team" visit described in Task 4, below.
- PC/TC Meeting 3.
  Review and receive input on strategies, implementation actions, and compatibility planning tools. This meeting will take place in conjunction with the public presentation of the Interim Draft.
- PC/TC Meeting 4.
  Presentation of the Final JLUS. Receive comments and amend the Draft, if necessary, prior to presentation to the participating jurisdictions for consideration of acceptance or adoption.

Subtask 1.3 Project Coordination

As requested in the RFP, Matrix will assign a single staff person to coordinate all communication with Federal, state and local agencies and elected officials. All information concerning the JLUS, including progress reports, meeting agendas and materials, presentations, and draft and final reports will be provided to staff prior to JLUS committee review and prior to public release.

Upon the completion of the JLUS project, all maps (including GIS shape files), data, and reports shall be the property of the project sponsor and will be provided to same in both paper and electronic formats.

Task 1 Deliverables

- Monthly status reports that detail work accomplished, work in progress, and funds expended, as well as any other pertinent information with regard to project milestones, schedules and other items relevant to the performance of the contract.
- Public and committee meeting notices, agendas, minutes, handout materials, maps and presentations more specifically identified under Tasks 2-7 inclusive.

Task 2 – Stakeholder and Public Involvement

Early and continuous public involvement brings diverse viewpoints and values into the decision-making process. This process enables the participants to make informed decisions through collaborative efforts and builds mutual understanding and trust among stakeholders and the general public. Successful public participation is a continuous process, consisting of a series of activities and actions to inform the public and stakeholders, as well as to obtain input from them regarding decisions that will affect their lives.

Conducting meaningful public participation involves seeking public input at key points in the decision-making process where such input has real potential to help shape the final decision or set of actions. Public participation activities should provide a balanced approach with representation by all stakeholders and should include measures to seek out and consider the needs of all stakeholders.

While this section of our proposal lays out the specific details and deliverables, given the importance of this particular task, we have provided additional details regarding the firm's past efforts and experience in public engagement. The details provided in Section 5 of this proposal showcase Matrix's experience, creative process and the products we deploy to assure a successful engagement program.

Subtask 2.1 Public Involvement Strategy

Matrix will prepare a public involvement strategy that outlines the suggested approach for development of the JLUS. The draft Public Involvement Strategy will be presented to the JLUS Policy Committee for their input, refinement and approval.

The Public Involvement Strategy will include the identification of key stakeholders, an initial schedule for events, and the communication tools that will be used to provide information to the following groups:

- Elected Officials and Governmental Agencies
- JLUS Project Stakeholders
- General Public
- Target Groups (such as major landowners, neighborhood associations, employers, homebuilders, real estate industry)
- Media

The public involvement strategy will include a variety of communication tools to facilitate early and continuous outreach to the above groups. Sufficient time will be provided in advance of meetings to allow for public notifications, including potentially targeted mailings, email blasts, press releases and notification through appropriate stakeholder channels, such as website links. With the assistance of the client, Matrix will also develop and maintain a contact list throughout the study process, to mail/e-mail project information materials to interested parties.

The following provides an overview of the outreach components planned.

Media Outreach

To assist in achieving an informed public and adequate attendance at workshops, we recommend engaging media contacts early and often to build trust and credibility. Taking a proactive outreach approach to the media, keeping them informed of the project status, and having a designated point of contact will help achieve this credibility.

Matrix will work with the Town's Project Manager to determine the appropriate media contact(s) and will pass all media communications and information through these contacts.

Stones Ranch JLUS Project Website

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

All relevant materials ready for public release will be made available on the project website, and will include, but not be limited to: JLUS Updates, meeting agendas, maps, JLUS documents and reports. The website will contain a listing of PC and TC members, as well as participating entities and contact information for the Town's JLUS Project Manager. The website will also include an email link for the public's use in providing comment any time during the process.

JLUS Update "Fact Sheets"

Matrix will prepare three informational fact sheets (called "JLUS Updates") to be distributed to the PC, TC, and the public via the project website and at workshops. The JLUS fact sheets will cover the following topics:

- JLUS Update 1: JLUS Overview/Standard Compatibility Factors. The first JLUS Update will describe the purpose, goals, and objectives of the JLUS program, project contacts, and methods to provide input into the process. It will also provide an overview of the standard compatibility factors (such as land use, noise, safety zones, and vertical obstructions) that could occur in the study area. While not all of the factors listed will apply to the Stones Ranch JLUS, this complete menu of potential compatibility factors ensures the JLUS is comprehensive in its approach.
- JLUS Update 2: JLUS Strategy Toolbox. This JLUS Update provides an overview of the strategy types that could be considered when addressing compatibility issues. This brochure is helpful in discussing possible approaches in addressing the issues with the PC and TC, involved stakeholders, and the public.

- **JLUS Update 3: JLUS Executive Summary.** The final JLUS Update will be prepared in the form of a four-page, graphics-intensive JLUS Executive Summary that will be developed as part of the final deliverables once the Final JLUS is approved. The Executive Summary will include a description of military operations, graphic display of the study area and military operations footprint, identification of community organization structure and participants for both planning and implementation, a summary of compatible use issues, and primary JLUS recommendation highlights. This Executive Summary will be concise and easy to use as both a marketing piece and easy reference tool for decision-makers and local leaders, as well as to meet the grant requirements for posting on the OEA website.

Subtask 2.2 Installation Tour

Matrix will coordinate an installation tour of both Stones Ranch and Camp Niantic. The purpose of the installation-led tour is help the JLUS Policy and Technical Committee members to gain a more comprehensive understanding of the military missions, issues, and constraints imposed through incompatible development. This will be done in conjunction with the project kick off meeting, which could be held at one of the facilities.

Subtask 2.3 Public/Elected Officials

Matrix will assist with relationship building and outreach to key local, State and Federal public officials representing the participating jurisdictions who will ultimately be responsible for implementing the JLUS recommendations. A successful approach has been for Matrix to provide PC members with presentation materials and to engage them in updating the entity they are representing. This helps establish the PC member as the source of information on the JLUS and encourages an on-going dialog / update on the JLUS process. It is envisioned that the specifics of this subtask would be refined and determined as part of Subtask 1.1.

Subtask 2.4 Public Meetings

Matrix will hold three public meetings at key points in the JLUS development to educate and engage the public in the JLUS process. These public meetings will be held at the key points described below and as reflected on Figure 4-1 "Project Schedule" located at the end of this section. The public meetings will be scheduled to coincide with PC/TC meeting dates to allow public input to be presented to the Committees for their use.

As part of the Public Involvement Strategy review discussed under Subtask 2.1, Matrix will solicit Committee input concerning the public meetings (schedule, locations, getting the word out, and so forth).

For each public meeting Matrix will carry out the following tasks:

- Schedule appropriate meeting locations, dates and times, in consultation with the study sponsor and JLUS Policy Committee.
- Provide public notification of meetings to affected citizens, businesses, elected officials and other interested parties.
- Prepare press releases and media kits that highlight purpose and desired outcomes of the public meetings. Coordinate with study sponsor on press release distribution.
- Arrange for any special accommodations to ensure compliance with the Americans with Disabilities Act and/or non-English speaking participants, as needed.
- Present key study findings, which may include draft reports, maps and other materials, to the public, elected officials, and other interested parties in attendance, and solicit public comments and feedback both during and after the meeting.

- Prepare agendas, handouts, presentations, maps, comment forms and other materials to effectively inform the public about the study and solicit their comments.
- Maintain a record of all public comments received (verbal and written), including a summary or meeting minutes.

Public Meeting 1: Project "Kick Off"

In conjunction with the JLUS Policy Committee, Matrix will conduct a "kick off" meeting at the beginning of the study to explain the JLUS project and its goals and objectives. At this meeting, the public will be introduced to the 25 compatibility factors used by Matrix to ensure a comprehensive look at potential issues. Public input on potential compatibility issues will be sought using a small group working session facilitated by Matrix staff members.

Public Meeting 2: Present Interim Findings and Preliminary Recommendations

The focus of the second public meeting will be a presentation of the interim findings, including the results of data collection and analysis, information about existing and anticipated future conflicts between community development and military operations, proposed strategies to mitigate and/or eliminate identified conflicts, and other preliminary recommendations. Public comments will again be solicited with emphasis on the implementation strategies.

While the meeting will include a formal presentation, Matrix often employs a less formal "open house" concept, including multiple staffed tables or "stations" each with high quality displays of various types including maps and other graphics mounted on display boards, hard copy newsletters, fact sheets and even takeaways like bookmarks, pens or other items. This more casual approach encourages participation by allowing attendees to move about and engage freely in smaller groups or individually to access as much or as little information as they want. In addition, it also provides for casual non-threatening opportunities for participants to engage in conversation with Committee members, project staff and each other.

Public Meeting 3: Present Final Recommendations

Prior to the JLUS Policy Committee and participating jurisdictions taking any formal actions, Matrix will present the final JLUS report, including recommendations and an Implementation Plan to the public. The purpose of this event is to solicit final public input that will be considered by the Policy Committee for possible amendments prior to presentation to the respective governments for consideration and endorsement. The presentation will include an overview of the comments received during the second public meeting and any revisions undertaken based on those comments. Due to the nature of this event, it is anticipated that its format will necessarily be more structured and formal, with comments being documented so they can be catalogued, evaluated, and where deemed appropriate, addressed through final edits to the draft JLUS.

Task 2 Deliverables

- Public Involvement Strategy (Committee Draft and Final)
- Fact Sheets (3) – including final "Project Overview" (Executive Summary)
- Schedule, attend and facilitate PC/TC Meetings (4)
- Schedule, attend and facilitate Public Meetings (3)
- Meeting agendas, sign in sheets, comment cards, minutes for each Committee and Public Meeting
- Dedicated project website
- Press Releases
- Hard copy and/or digital "post cards" (meeting announcements) for client's distribution

Task 3 – Data Collection, Inventory and Mapping

Matrix has complete state of the art GIS, graphic, document and database resources in-house, and the skilled technical staff necessary to provide clients with high quality analysis and deliverables. Our award winning documents incorporate clear colorful maps and graphics that translate complex ideas and volumes of data into easy to understand images.

Matrix will work with the JLUS Project Manager, the TC and PC to define the specific planning area that will be studied during the JLUS (JLUS Study Area) as part of the initial kick off task. Matrix will develop base mapping information for the study area with GIS information provided by the CTARNG and the local jurisdictions. Matrix will compile the most up-to-date and available data from the appropriate agencies, but will not be responsible for field work or other tasks necessary to create original digital datasets. Production of necessary GIS layers will be subject to the availability of related digital data. Matrix will work to collect existing spatial data that typically includes, but is not necessarily limited to the following:

- Existing land use
- Proposed/planned land use (municipal/regional/state/other public authority)
- Zoning (East Lyme, Old Lyme, Lyme)
- Aerial photography (current and historic)
- Public water, sewer and other utilities (potable water supply wells)
- Topography
- Property ownership/parcel lines
- Land cover
- Non-conforming uses (if available)
- Active and pending or approved development
- Proposed capital improvement plan/projects
- Sensitive biological and/or cultural resource areas
- Agricultural suitability
- Conservation areas/easements and public lands
- Special resources areas, i.e. aquifer recharge zones, wetlands, wellhead protection zones, floodplains, etc.
- Noise contours for military operations

- Military ESQD arcs, safety zones and military operational areas
- Population forecasts from participating jurisdictions.
- Projected growth trends related to population forecasts

As part of this task and other related tasks, Matrix will also compile and review the local, regional, State and applicable Federal regulatory framework for community development, as well as military plans and other documents to allow mapping of the military operations footprint.

Matrix will generate draft base maps to establish desired scale and layout for presentation-sized maps and report-sized maps to highlight areas of concern. It is assumed that municipal staff will be responsible for providing all available parcel-specific mapping data. When parcel specific, digitized mapping data are not available, Matrix will prepare generalized maps of the features identified to the extent practicable from other secondary (digital) data sources. This information will allow Matrix to identify current and future conflicts; define the size / scope and location of conflict zones; identify both military and civilian growth potential; and evaluate current planning policy and regulatory tools affecting both Stones Ranch and Camp Niantic operations.

As part of the JLUS process, Matrix will prepare a Community-Compatibility Assessment Tool (C-CAT) based on GIS data collected for this JLUS. This layered Adobe Acrobat PDF file allows any interested person the ability to look at the information developed in a spatial context, turn on and off different layers to assess compatibility concerns, and have a more informed discussion about the analysis performed. This brings basic GIS abilities (overlaying different information) to all interested parties without the requirement of expensive software or training. We may also utilize this tool as part of PC and TC meetings to assist in the discussion of compatibility issues and solutions.

All non-sensitive/non-restricted GIS data shall be delivered to East Lyme in a format readable by ESRI software and using a projection as specified by the Town.

Task 3 Deliverables
- GIS shapefiles and data sets (in ESRI-compatible digital format)

Task 4 – Survey/Interview Key Stakeholders

This task will include interviews with the following parties as one of the initial project elements. This list may be adjusted based on input from the TC, PC and/or JLUS Project Manager.

- Participating local government staff and elected officials
- State government staff and elected officials
- Agency/Institution management
- Military Department personnel

In our experience, specific target groups falling within one or more of these general categories may be appropriate to include:

- Utility service providers
- School districts
- Homebuilders/developers
- Conservation groups
- Realtor associations

- Chambers of commerce
- Major landowners
- Recreational groups

Matrix will conduct these interviews in order to understand current and future compatibilities and conflicts. Interviews will be conducted with up to 16 designated stakeholders during a one-week "Tiger Team" visit by Matrix staff and may be supplemented by telephone interviews as needed.

The Tiger Team approach involves a week long, well-coordinated, reconnaissance visit by Matrix staff who collect data, perform field visits, and conduct stakeholder interviews. During these interviews, Matrix staff collects pertinent documents and data that will be used to identify trends and compatibility issues, as well as seeking to obtain the various perspectives and local insight from each of the stakeholder groups. A continuous dialogue with the stakeholders will be a key factor in gaining an understanding of the local and regional issues and will shape the development of the JLUS recommendations.

During the Tiger Team site visit, Matrix will also dedicate one day to Stones Ranch/Camp Niantic to discuss issues identified by the installations. Stones Ranch/Camp Niantic/CTARNG officials will be responsible for identifying specific officials, staff, and CTARNG representatives and for supplying Matrix with the appropriate contact information.

Task 4 Deliverables

- Compile interview results relative to new data resources, identification of issues and potential strategies

Task 5 – Conflict/Compatibility Analysis

As part of Task 5, Matrix will perform the following specific subtasks.

- Identify areas of current land use conflict, type of conflict and impact
- Identify areas of future potential conflict, type of conflict and impact
- Identify areas where land use is compatible, test sustainability, and assess risk
- Identify land mobility corridor conflicts, type of conflict and impact
- Identify conflicts relating to potential on- and off-shore development such as public recreation and commercial fishing
- Map conflict areas

This data and mapping will be presented to the JLUS Policy and Technical Committees, and public to solicit input on resolution of conflicts and impacts.

Potential compatibility issues will be identified using a standard set of 25 compatibility factors. This comprehensive look at compatibility factors (topics) helps to ensure all potential compatibility issues are identified. It is not expected that issues under all 25 compatibility factors will be identified.

COMPATIBILITY FACTORS			
AQ	Air Quality	LAS	Land / Air / Sea Spaces
AT	Anti-Terrorism / Force Protection	LU	Land Use
BIO	Biological Resources	LEG	Legislative Initiatives
CA	Climate Adaptation	LG	Light and Glare
COM	Coordination / Communication	MAR	Marine Environments
CR	Cultural Resources	NOI	Noise
DSS	Dust / Smoke / Steam	PT	Public Trespassing
ED	Energy Development	RC	Roadway Capacity
FSC	Frequency Spectrum Capacity	SA	Safety Zones
FSI	Frequency Spectrum Impedance / Interference	SNR	Scarce Natural Resources
		VO	Vertical Obstructions
HA	Housing Availability	V	Vibration
IE	Infrastructure Extensions	WQQ	Water Quality / Quantity

Military Operations

Identifying and describing the various activities performed on the military installation provides valuable insight into the importance of Stones Ranch and Camp Niantic as a strategic asset.

Building on previous tasks, and in concert with representatives from CTARNG who can provide greater insight into military operations at the two facilities, Matrix will determine impacts that military uses and missions are having on adjacent lands and surrounding communities. To understand the military footprint and its area of influence beyond installation boundaries, a military profile will be developed to provide an overview of the facilities and their operations, Matrix will evaluate both current and potential expansion and growth scenarios that are anticipated for both Stones Ranch and Camp Niantic and identify impacts on adjacent lands and surrounding communities' foreseeable land use development goals. This review will include a thorough evaluation of existing and foreseeable operating procedures, programs, training doctrine and operations. A composite of the facilities operations, staffing and local economic impacts will be included.

Identification of Existing Land Use Concerns

The review and assessment of existing land uses and the identification of future land uses establishes the baseline for understanding compatibility and the identification of potential conflicts. Existing and future land uses will be identified based on the latest available inventories and plans covering the JLUS Study Area, the current adopted municipal plans of conservations and development, municipal coastal programs and related plans, and an assessment of preliminary, pending and approved (but not initiated) projects within the Study Area.

Based on available data collected, Matrix will prepare an ownership and existing land use map for the Study Area.

Matrix will use the information obtained through previous tasks to classify existing land uses within and adjacent to both Stones Ranch and Camp Niantic in terms of compatibility with military operations. To determine how these issues are being addressed, Matrix will identify existing land use control measures that could address present or future compatibility issues within the JLUS Study Area on present or foreseeable military activities. Development controls such as zoning ordinances, subdivision regulations, and other land development policies and regulations will be evaluated to determine their ability to reduce future conflicts.

Future Development Potential Analysis

Matrix will analyze the potential future development within the Study Area, including of the local jurisdictions and military operations and activities. The land use analysis will highlight areas of concern and identify the type of conflict and the potential compatibility issue associated with each.

Understanding the potential for future compatibility issues will be based on the capacity for future development potential in the Study Area. This evaluation of development potential will include the following:

- Identify development trends
- Analyze population data
- Current and proposed land uses
- Identify current and future conflicts, as well as existing and projected future military operations within the study area
- Define size / scope of conflict zones
- Identify both military and civilian growth potential
- Evaluate current planning policy and regulatory tools affecting military operations

In order to determine potential growth scenarios and their effect on both military and civilian compatibility, Matrix will review all available information pertaining to future growth, including population, development, planned or potential infrastructure expansions, and constraints in the Study Area. Development projections will be based on existing comprehensive land use plans and ordinances, environmental or infrastructure constraints, local economic development officials' goals and plans, and through the insight gained from PC, TC, and other stakeholders.

Potential Infrastructure Expansion

Infrastructure can enhance the operations of the installation by providing needed services, such as sanitary sewer treatment capacity and transportation systems. However, enhanced or expanded infrastructure could also encourage growth into areas near the installation that might not be compatible with current or future missions. Matrix will evaluate planned and potential infrastructure expansions and how they may or may not induce development potential in the study area.

Identification and Mapping of Potential Conflicts

Building upon, and in conjunction with, the previous tasks, our team will use the GIS maps prepared and our knowledge of existing plans and zoning ordinances to identify areas that may pose a threat to compatibility. Specific areas of concern will be reviewed with the PC and TC. At a minimum, references for this assessment will include criteria defined by FAA, CTARNG and DOD regulations and guidelines. The compatibility assessment will be displayed graphically and will ultimately assist Matrix in identifying potential mitigation tools and compatibility strategies as part of the JLUS recommendations. In addition to maps, as part of this task, a comprehensive set of tables, charts, graphics and documents illustrating current and future areas of conflict and/or compatibility conditions in the study area will be completed.

Task 5 Deliverables

- Current and future land use maps (including MCP where applicable)
- Current zoning maps
- Preliminary Conflict Identification Maps (including development potential)
- Summary description of military facility plans, growth objectives, operations, and current impacts
- Summary description of community plans, growth objectives, and development regulations.
- JLUS Website Update
- Meeting materials (displays, fact sheet, power point, agendas, notices, press release, comment cards, sign in sheets)

Task 6 – Conflict Resolution Strategies

As part of Task 6, Matrix will carry out the following subtasks:

- Develop resolution strategies to support compatible land uses for current and potential future conflict areas, as well as a timeline for the implementation of these strategies.
- Identify model planning tools and techniques to guide compatible development.
- Identify model land use regulations – local, State and Federal.
- Develop a tool box of policies, regulations, ordinances, agreements, etc. to address existing incompatibility issues and guide future compatible development to protect and preserve military readiness and defense capabilities while supporting continued community economic development.
- City/Agency/Institution review of potential solutions
- Present potential solutions to JLUS Policy Committee for review and comment.
- Solicit public input to potential solutions.

Task 6 will also include developing a process at the local level for the CTARNG, the Towns of East Lyme, Old Lyme and Lyme, and applicable State and Federal agencies to support compatibility between development of regional renewable energy resources and military operations, including test and training activities. The Department of Defense Siting Clearinghouse requirements and standards published in Title 32, Code of Federal Regulations, Part 211 shall advise and guide the process to facilitate the early submission of renewable energy project proposals to the Clearinghouse for military mission compatibility review.

Existing Regulations / Policies

Resolution of compatibility issues may be reached through the use of Comprehensive Plan updates and amendments, as well the use of new regulatory and non-regulatory solutions that encourage land use compatibility within the Study Area, including on the installation, by both civilian and military entities.

The purpose of this task is to establish the basis for developing draft compatibility recommendations. Recommendations will be based on our review and understanding of existing codes, ordinances, zoning, and regulations that may reduce potential future conflicts between civilian land use and military operations and activities.

All applicable local, state, and federal policies, codes, ordinances, and regulations will be reviewed to identify existing tools that may reduce potential conflicts. Present and foreseeable military missions and/or operations will be taken into consideration when evaluating potential policy and regulatory tools that may apply to the study area jurisdictions.

New Regulations / Policies

Based on potential conflicts identified, Matrix will work with the PC and TC to identify potential new measures, both regulatory and non-regulatory, to encourage land use compatibility within the Study Area. Recommendations will be offered for both military and civilian partners and may include the following new, modified, or updated versions of the following:

- Noise attenuation and building code standards
- Land exchanges
- Development incentive programs
- Conservation easements
- Transferable development rights program
- Performance standards
- Special overlay zones
- Enhanced Development Review Procedures between local, regional, and State agencies
- Improved and enhanced transportation and infrastructure planning process through regional efforts
- Lighting controls and ordinances, or Dark Sky Initiatives
- Airspace management recommendations that address both military and civilian activities
- Active buffer areas (open space such as trails and public utilities) through the use of REPI land protection funding

Model Ordinances and Disclosures

As part of this task, Matrix will provide sample ordinance language that has been successfully applied by other communities across the country as part of their JLUS studies. Such examples will include model disclosure/disclaimer forms which could be used with property transfers within the identified impact areas and the legislation that would be required prior to the use of such disclosure/disclaimers.

Enhanced Communication Procedures

Building upon our understanding of communication and coordination procedures gained as part of earlier interviews and data collection, Matrix will identify strategies to enhance education, information outreach, and coordination.

Task 6 Deliverables

- Draft Report including Jurisdiction-specific Preliminary Compatibility Recommendations
- Proposed Amendments to Regulatory and Planning Documents
- Model Land Use Ordinances and Policies
- Public Workshop and related materials (maps, fact sheet, press release, notices, PowerPoint)
- PC / TC Meeting and related materials (maps, draft reports, PowerPoint, agenda, minutes)
- JLUS Website Update

Task 7 – Prepare Study Report

The JLUS Report is a comprehensive compilation of the data, analysis, findings and compatibility strategies developed over the course of the program. Matrix uses a two document format. The detailed analysis and background data are compiled into a comprehensive "Background Report" while a more concise and user-friendly executive summary document is also produced. The Summary contains all relevant findings, strategies and implementation tools. At a minimum, the following items will be included in these well-organized and highly graphic documents. Also, per the RFP, the process will consist of development, review and refinement of an interim or draft report, followed by the presentation, review and endorsement of a final report. The draft shall be made available within eight months of

project initiation, with the final report being provided at the end of the 15 month project period. Attendant sub-products will include a bibliography of pertinent studies and data and the GIS data previously identified in this proposal.

Both the draft and final reports shall include:

- A compilation of the proposed resolution strategies.
- Short term, midterm and long-term priorities.
- An implementation strategy for JLUS recommendations, including actions for Federal, state, local, non-governmental agencies. Matrix will identify appropriate responsible parties, timelines, estimated costs, and appropriate financing mechanisms to implement the recommendations.
- A monitoring plan and recommended organizational structure and process to promote continued collaboration on compatibility and viability issues, beyond completion of the JLUS project.
- Metrics for measuring plan effectiveness.

Implementation and Action Plan: Tailored Implementation Strategies Toolbox

Matrix understands that to be an effective tool, the JLUS strategies must be implementable. The JLUS will provide recommended strategies and identify responsible parties for each strategy. The strategy toolbox will be developed for the purpose of addressing existing incompatibility issues and guiding future compatible development to protect and preserve military readiness and defense capabilities while supporting continued community economic development. Specific implementation strategies will be tailored for Stones Ranch and Camp Niantic and keeping in mind each participating jurisdiction's ability to implement the recommendation.

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

Ongoing Cooperative Monitoring and Implementation

A key element to JLUS effectiveness is establishing and maintaining meaningful and durable communication and coordination between JLUS stakeholders. Matrix will work with the PC, TC, and affected jurisdictions to improve the preliminary communication process developed through previous tasks. We will provide guidance on the establishment of a JLUS Coordinating Committee for the purpose of future implementation of JLUS recommendations. This may include a process at the local level to work with the CTARNG, State OPM, DEEP, regional planning agencies, the Department of Defense, and others to support ongoing cooperative monitoring of implementation and effectiveness of JLUS. The outcome of this effort will be carefully tailored strategies and procedures for monitoring ongoing cooperative implementation.

Our JLUS reports, by design, include a built-in implementation plan with specific actions for each participating jurisdiction to follow and monitor.

The Matrix Team would be pleased to provide full advisory and implementation services, which are considered optional tasks following the completion of the JLUS. Any additional requests for services would need to be negotiated for additional funding.

Revisions to the Draft and Acceptance of the Final Report

Matrix will collect and coordinate all comments received from the public, committee members, and selected technical reviewers in order to develop the Final JLUS. Comments will be tracked and compiled in a comment tracker to ensure quality control and every agency and stakeholder can validate the comments they provided during the Draft JLUS review period. Public input will be compiled to be reviewed with the PC, with subsequent refinements being made as directed by the PC prior to publishing and presenting a final report.

Matrix will prepare the final report to include all comments and revisions as outlined in the previous tasks and as deemed appropriate to incorporate by the PC. This Final JLUS Report will then be presented to the PC at a regularly scheduled meeting.

Matrix will prepare for and facilitate the fourth PC meeting to present the findings and the Final JLUS Report to the committee members. The presentation of the Final JLUS Report will discuss the overall findings, major changes and revisions to the report that were incorporated based on comments received from the committee members and the public.

Following PC approval of the final report, Matrix will provide 20 printed copies of the final report to the Town of East Lyme staff for distribution to the study participants, as well as an electronic copy of the final report for future reproduction and distribution, as needed. Matrix will present the final JLUS to the East Lyme and Old Lyme Boards of Selectmen for formal adoption.

Project Overview "Brochure"

The project deliverable shall include a four-page maximum Project Overview to post on website(s) and make available for public distribution. This Project Overview will include a description of the military operations, graphic displays of the study area and military operations footprint; identify community organizational structure and participants for both planning and implementation, a summary of compatible use issues, and the principal JLUS recommendation highlights.

As required by OES, a disclaimer statement will appear on the title page of the Joint Land Use Study (or any other OEA-funded deliverable) as follows:

"This study was prepared under contract with the Town of East Lyme with financial support from the Office of Economic Adjustment, Department of Defense. The content reflects the views of the Towns of East Lyme, Old Lyme and Lyme and does not necessarily reflect the views of the Office of Economic Adjustment."

Task 7 Deliverables

- Draft JLUS (20 hard copies and one digital)
- Final JLUS (20 hard copies and one digital)
- Project Overview Brochure (100 color hard copies and complete digital)
- PC meeting to present/review and refine the initial Draft report
- Public meeting to present and acquire input on the initial Draft report
- PC Meeting to review public comments and identify desired final edits
- Public meeting to present Final Report
- Presentation of Final report to East Lyme and Old Lyme Boards of Selectmen (one each)
- JLUS webpage updates as to both the Draft and Final reports

Project Schedule

Our proposed project timeline shown on Figure 4-1 is based on a 15-month schedule from the start of the contract. It is assumed that the final project schedule will be negotiated during the initial project kick-off meeting once the final work plan is discussed and agreed upon. The Project Schedule outline shows the major milestones for Policy Committee and Technical Committee meetings, public workshops and hearings, JLUS Update publication, and Draft and Final JLUS document publication. Our proposed schedule is based on the tasks identified in the RFP and described in our proposed Scope of Work.

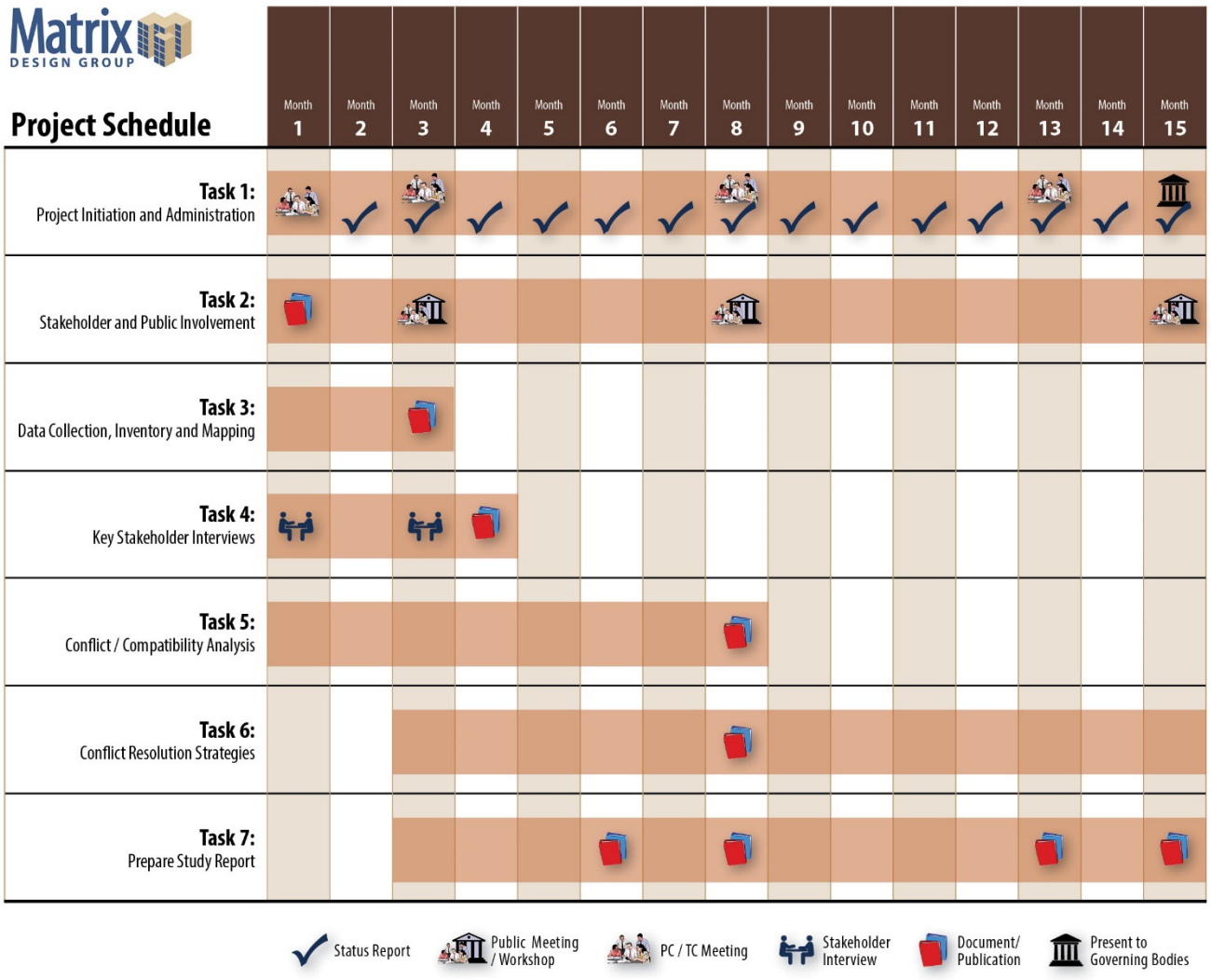


Figure 4-1 Proposed Project Schedule

Schedule Maintenance / Project Timeliness

Matrix has demonstrated its ability to complete JLUS projects in an aggressive manner while maintaining the quality of its products through the use of creative approaches (such as our Tiger Team data collection and the use of a week-long intensive site visit to interview stakeholders, gather data, and identify compatibility issues). Our experienced staff has worked on numerous JLUS projects and is familiar with the process and OEA requirements. Staff familiarity and knowledge will allow for the most efficient use of resources and time needed getting familiar with local needs to produce a high quality JLUS for the Town of East Lyme and its partners.

For project scheduling, Matrix works with the client during the initial kick-off meeting to develop a detailed project schedule that takes into account preparation time, needed review periods, timing of normally scheduled meetings for the jurisdictions involved, and so forth. This detailed schedule is used to track progress of the project on a monthly basis and any potential issues (and suggested responses) are coordinated with the client as soon as they are identified. This approach has proven successful in our JLUS experience and aids in balancing similar projects with multiple components. This detailed schedule keeps all Matrix staff and the clients informed of forecasted deliverables and milestones.

As some small changes will occur over the life of a project, Matrix designs project schedules to be flexible to the needs of these project shifts. This built-in flexibility is often a key to maintaining the dates of key deliverables and meeting the overall project schedule to complete the project on time.

Assumptions of This Proposal

Expectations of Client

This proposal is based on the following assumptions and expectations from the Client and project participants. The designated Stones Ranch JLUS Project Manager will play a significant role and will serve as the single point of coordination for:

- the collection of data to be provided to Matrix,
- the dissemination of information to project participants and the public,
- the collection of public comment and stakeholder inputs and review, and
- the coordination of public outreach activities.

The success of the JLUS is reliant on a thorough data collection process and responsive participants. As such, it is imperative that data collection process occur in a timely manner. Any delays in data collection and dissemination to Matrix could result in a change to the project schedule. The JLUS report and recommendations can only be based on data made available by the participating entities. Where there is a lack of GIS information, general maps will be created; however, no new GIS layers will be developed.

Any additional requests for services could result in a change to the schedule and would require a fee negotiation if deemed beyond the scope of this proposal.

Additional Relevant Information and Optional Services

Over the course of this project, it may be determined that additional committee meetings are required, particularly during the Draft and Final JLUS review periods. The addition of meetings or review periods could result in a change to the schedule and would require a fee negotiation if deemed beyond the scope of this proposal.

Commitment to Quality

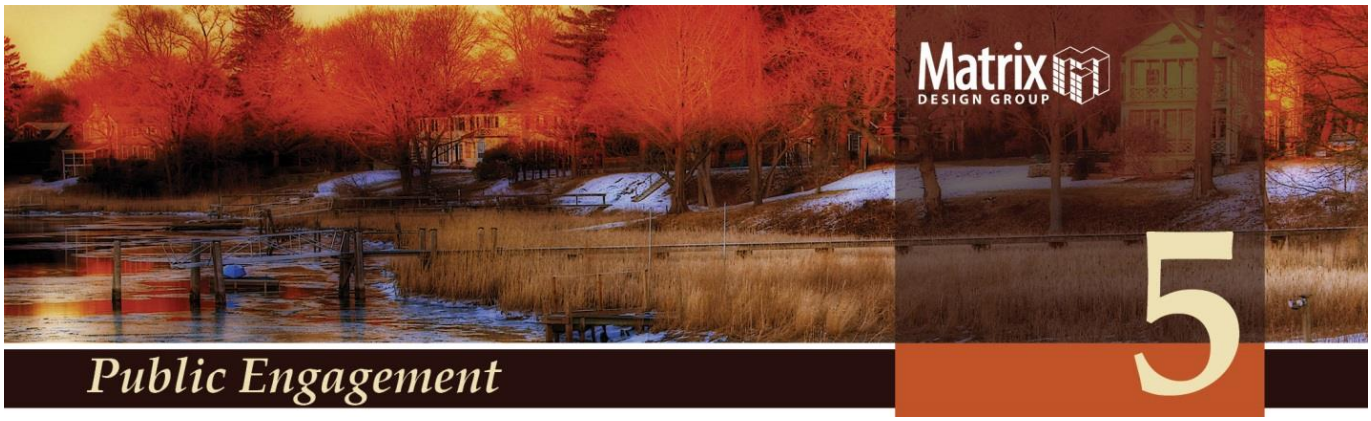
Matrix is committed to the assurance of high quality deliverables and to meeting or exceeding our client's expectations. To ensure quality deliverables and client satisfaction on this project, our approach to quality is based upon the clear distinction and division of responsibility between the functions of quality assurance (QA) and quality control (QC).

QA is the planned and systematic actions necessary to ensure that a service will satisfy the quality requirements of a contract. This is the clear and distinct responsibility of our project management personnel –Celeste Werner and Mike Hrapla. QC is the application of the techniques and activities to fulfill the requirements for quality. This is the primary responsibility of the Project Manager; however, understand that each member is also responsible at their level. Within Matrix, this approach results in a quality system that is well defined and documented in sufficient detail that both internal and external clients can follow the approach.

Public Engagement

5

Page intentionally left blank

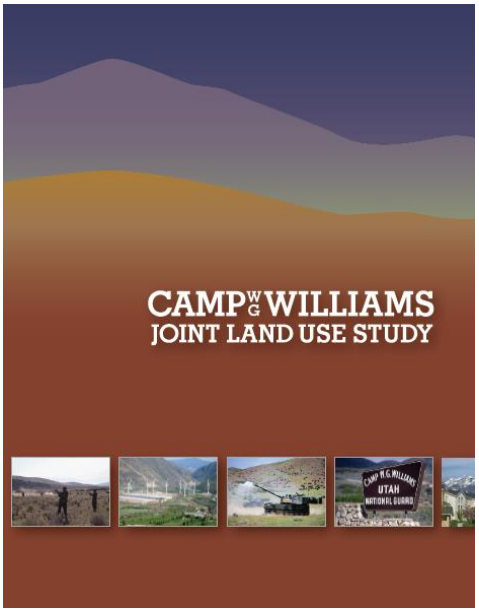


Public and stakeholder engagement will play a prominent role in the Stones Ranch JLUS program. While Section 4 of our proposal provides details regarding the work program, the following provides additional information regarding the types of products and tools Matrix will offer as part of a comprehensive public engagement program. These tools have been effective in the past in educating both key constituencies and the general public. For each JLUS, these tools are specifically tailored to the unique circumstances (scale, culture, local customs, and so forth) found in each JLUS community. Matrix will ensure that the public engagement process for this project is designed to meet your specific needs. This tailored approach will promote active, productive participation and increase the likelihood of effective implementation.

Relative to effective public engagement, a key aspect of our outreach program is the inclusion of multiple methods of outreach. For those comfortable in public sessions, community workshops provide a good input solution. For others not as comfortable in public settings, web-access and input opportunities may work better for them personally. Web and remote options are also convenient for busy citizens who want to participate, but can't make it out to an evening meeting or attend a workshop. Whatever the need, we plan to provide a range of opportunities to stay informed and to engage in the development of the JLUS.

Project Branding

Matrix, with guidance from the PC, will establish a 'brand' for the Stones Ranch JLUS that includes a unique, identifiable logo to be used on all documents and communications. Branding the project will increase the recognition of the JLUS and ensure a consistent message is carried forward throughout the duration of the project. Branding the project also contributes to an increase in public interest of the project, ultimately enhancing the perceived importance of the project. Matrix will offer a few options to the PC in order to organize the process and to help members develop consensus around one preferred theme for the Stones Ranch JLUS.



Project Website

Matrix develops and maintains a dedicated project website for all of our JLUS projects. Our in-house graphics and website development experts are skilled in developing a branded website that is easy to access and provides timely project information and updates throughout the process. All relevant materials will be made available on the project website, and will include, but not be limited to, JLUS updates, meeting agendas, maps, relevant documents and reports. Sites are designed to be intuitive, uncluttered and accessible. They are also interactive, allowing visitors to provide comments via an email link. Stakeholders' websites can also provide prominent links to the project webpage, further enhancing the reach and audience.

Media Outreach

To assist in achieving an informed public and maximum attendance at workshops, it is to the project's advantage to be forthcoming to the media. Conveying the project's purpose and goals while providing timely and accurate information increases the chances that the information will be published or aired to enable general public awareness and assist in accomplishing buy-in and support for the project. Taking a proactive outreach approach to the media (as coordinated with the PC), keeping them informed of the project status, and having a designated project point of contact will help achieve this credibility.

Meeting Facilitation and Organization

During workshops, our preferred method of workshop participation includes interactive sessions where participants are able to gather in small groups and work together to determine issues, ideas, and solutions. One method is the use of electronic audience response systems. These systems allow audience interaction by selecting their response on a wireless keypad that can be linked into the presentation, encouraging participation and giving immediate results. Participants can see immediate results, while retaining anonymity.

Fact Sheets

Fact sheets are a great way to provide concise, timely information in a very graphic and accessible "user-friendly" format. Participants at meetings can take them home to read later and retain. In addition, they can also be provided in printable pdf formats on the project website, or just for viewing on a home computer. Our fact sheets provide necessary information without overwhelming people with too much detail. And they are often convenient tools for PC members and other project principals to make available through public libraries, or other public venues.

Special Events

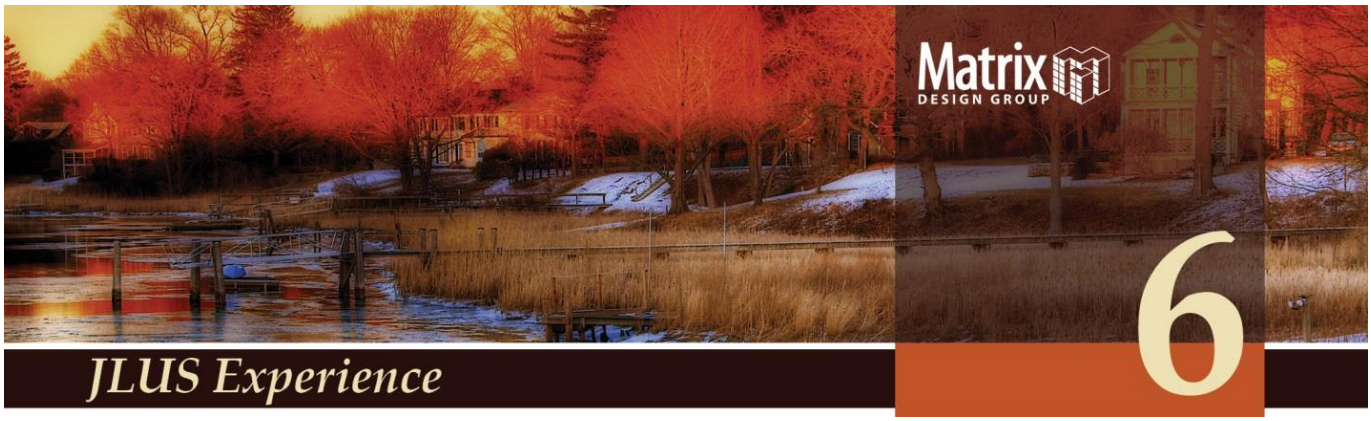
At times, it can be advantageous to partner with community groups, public agencies, nonprofits or others to participate in collateral events in order to simply increase awareness and understanding of the JLUS project. Matrix has staffed informational booths at such events and although not specifically identified in the work program for the Stones Ranch JLUS, Matrix is open to discussing possible options in this regard, should such opportunities arise during the program. In general, these are opportunities to engage individuals who might not otherwise be involved in the JLUS process and to do so in a casual, convenient, "nonthreatening" and perhaps even fun way.

Please see the next page.

JLUS Experience

6

Page intentionally left blank



JLUS Experts

A characteristic that distinguishes Matrix from all other firms in the country is our experience in compatibility planning. Our work on over 30 JLUS projects across the country (see Figure 6-1) has allowed us to develop a thorough understanding of the demands and rigors of coordinating and communicating with the client, military, JLUS committees, the public, and other stakeholders. This experience on JLUS programs has also provided us with an understanding of a wide-range of compatibility issues and alternative solutions to these issues. In addition, our experience with JLUS implementation programs has given us real life experience at implementing a range of strategies included in JLUS programs.

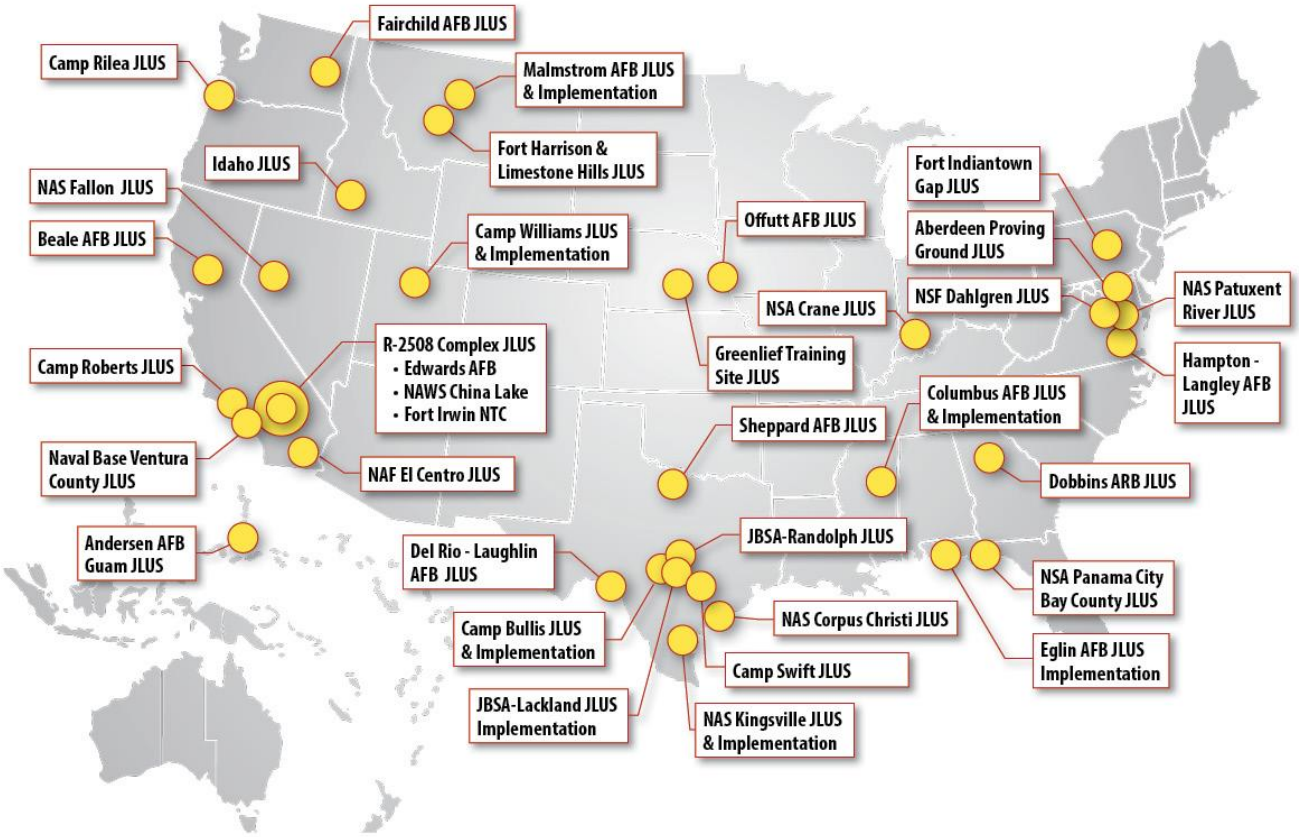


Figure 6-1 Matrix JLUS Experience

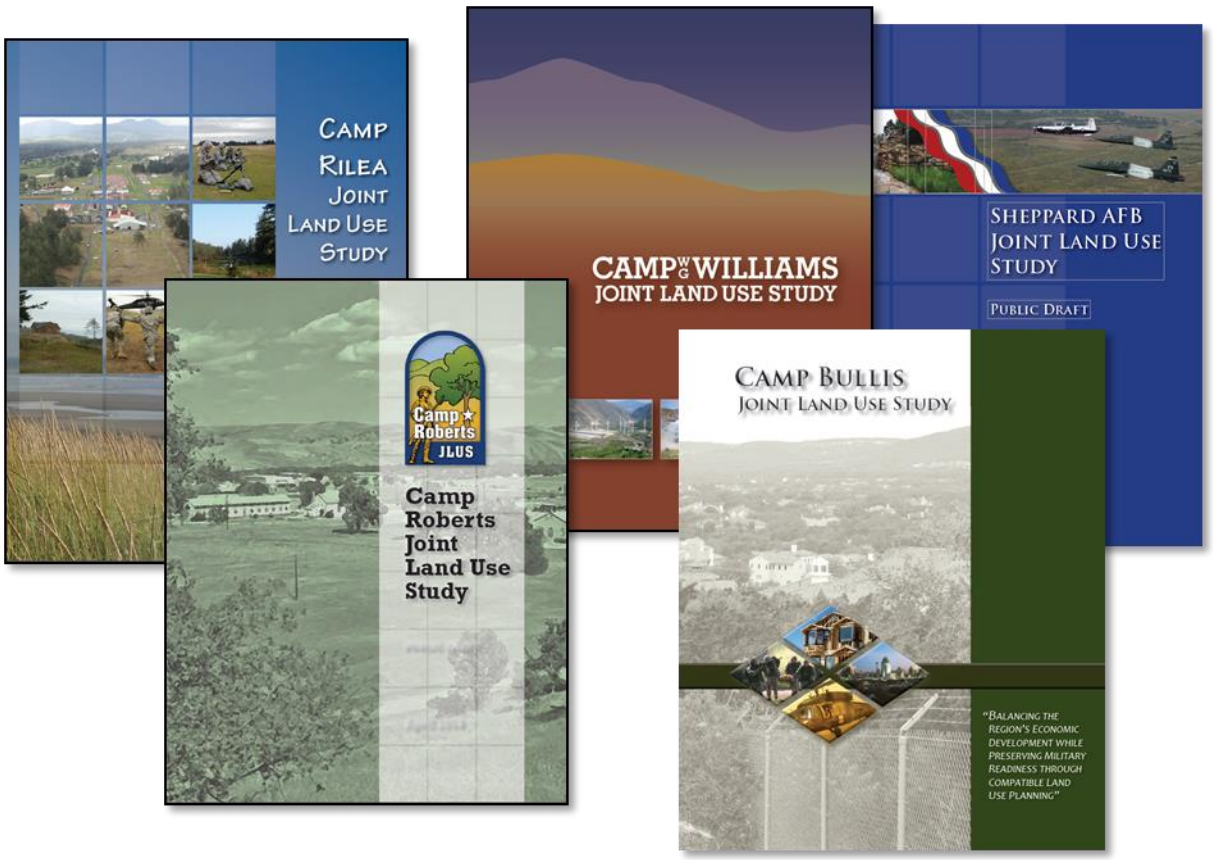
Our successes on past JLUS projects can be credited to:

- our ability to be flexible throughout the process;
- bringing lessons learned from past JLUS project experience and applying best practices from around the country; and
- working with our clients as partners to solve their unique issues.

Matrix offers the very best in responsive, reliable and accomplished planning, engineering and design. Matrix is able to provide these insights because our key staff have been personally involved in managing all aspects of JLUS projects. Our experience by project is detailed in the following tables

Experience

As briefly described in Section 3, the experience of the firm reflects the experience of the management team and the key staff members proposed for this effort. Tables 6-1 and 6-2 show the JLUS and JLUS Implementation projects, respectively, conducted by Matrix. The tables are important in that they show the experience of our staff relative to each project. As shown, the management team has worked on each project shown, providing unparalleled experience in JLUS development.



Matrix DESIGN GROUP

Relevant JLUS Experience

Project Experience	Mike Hrapla, Project Manager	Celeste Werner, AICP, Deputy Project Manager	Rick Rust, AICP, Technical Manager	Matt Davis, AICP	Patrick Small, AICP	Bren Cox	DOD Service: Navy / Marines	DOD Service: Air Force	DOD Service: Army	DOD Service: National Guard
JLUS Experience / ACUB / EAP / Handbooks										
Aberdeen Proving Ground JLUS (MD)	●	●	●		●				✓	
Andersen AFB CSS / JLUS (Guam)	●	●	●			●	✓	✓	✓	
Beale AFB JLUS (CA)	●	●	●					✓		
California Advisory Handbook for Community and Military Compatibility Planning (CA)	●	●	●				✓	✓	✓	✓
Camp Bullis JLUS (TX)	●	●	●			●	✓	✓	✓	✓
Camp Rilea JLUS (OR)	●	●	●			●			✓	✓
Camp Roberts JLUS (CA)	●	●	●			●			✓	✓
Camp Swift JLUS (TX)	●	●	●	●		●			✓	✓
Camp Williams JLUS (UT)	●	●	●			●			✓	✓
Columbus AFB JLUS (MS)	●	●	●			●		✓		
Del Rio / Laughlin AFB JLUS (TX)	●	●	●					✓		
Dobbins Air Reserve Base JLUS (GA)	●	●	●	●	●			✓		
Edwards Community Enhancement Committee (CA)	●	●	●			●		✓		
Fairchild AFB JLUS (WA)	●	●	●			●		✓		
Fort W.H. Harrison JLUS (MT)	●	●	●		●	●			✓	✓
Fort Indiantown Gap JLUS (PA)	●	●	●			●			✓	✓
Greenlief Training Site JLUS (NE)	●	●	●	●		●			✓	✓
Hampton-Langley JLUS (VA)	●	●	●			●		✓		
Idaho JLUS (ID)	●	●	●			●		✓	✓	✓
JBSA-Randolph JLUS (TX)	●	●	●		●	●		✓		
Malmstrom AFB JLUS (MT)	●	●	●			●		✓		
NAF El Centro JLUS (CA)	●	●	●		●	●	✓			
NAS Corpus Christi JLUS (TX)	●	●	●			●	✓			
NAS Fallon JLUS (NV)	●	●	●	●	●		✓			
NAS Kingsville JLUS (TX)	●	●	●				✓			
NAS Patuxent River JLUS (MD)	●	●	●	●	●	●	✓			
Naval Base Guam CSS / JLUS (Guam)	●	●	●			●	✓			
Naval Base Ventura County JLUS (CA)	●	●	●	●	●		✓			
NAWS China Lake Encroachment Action Plan (CA)	●	●	●				✓			
NSA Panama City / Bay County JLUS (FL)	●	●	●			●	✓			
NSF Dahlgren JLUS (VA)	●	●	●	●			✓			
Offutt AFB JLUS (NE)	●	●	●			●		✓		
R-2508 Complex JLUS (CA)	●	●	●				✓	✓	✓	
Sheppard AFB JLUS (TX)	●	●	●		●	●		✓		

Table 6-1 Matrix JLUS Experience

Relevant JLUS Experience

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

Table 6-2 JLUS Implementation Experience

Project Descriptions

The following pages provide brief descriptions of Matrix's experience for JLUS and JLUS implementation projects that are directly relevant to the Stones Ranch Military Reservation and Camp Niantic JLUS. On the following project listing, an icon is used to reflect projects that Matrix has done for other National Guard Training Sites.

Projects marked with this symbol involved National Guard Training Sites.

Compatibility Planning (JLUS)

Aberdeen Proving Ground JLUS (MD)

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

Andersen AFB CSS / JLUS (Guam)

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

Beale AFB JLUS (CA)

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

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

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

Camp Bullis JLUS (TX)

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

Camp Rilea JLUS (OR)

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

Camp Roberts JLUS (CA)

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

Camp Williams JLUS (UT)

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

Columbus AFB JLUS (MS)

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

Del Rio (Laughlin AFB) JLUS (TX)

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

Edwards Community Enhancement Committee (CA)

The purpose of the Edwards Community Enhancement Committee (CEC) is twofold: 1) to become proactive in preventing mission encroachment and 2) to mitigate existing mission encroachments with neighboring communities and stakeholders. Matrix assisted the CEC and the 95th Air Base Wing to become better integrated into the adjacent communities by becoming more informed and educated about local political, economic, and social issues facing these communities.

Fairchild AFB JLUS (WA)

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

Fort Harrison & Limestone Hills JLUS (MT)

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

Fort Indiantown Gap JLUS (PA)

Fort Indiantown Gap (FTIG) is located in Annville amongst fertile farmland in Pennsylvania in historic Dutch county. FTIG is one of the busiest National Guard training sites in the country, training more than 100,000 troops each year. The installation serves as a pre-deployment training site for all branches of our military as they prepare for a variety of operating environments and preparing for our homeland defense mission. The installation now encompasses more than 17,000 acres of land, offering 140 training areas and facilities used by military forces, law enforcement agencies, and civilians alike. Due to the nearby growth of entertainment centers, such as casinos, light and safety are two of the 24 compatibility factors that are being evaluated during the JLUS process. Additional concerns include public access and safety, noise impacts to the community, installation security, and protection of farmlands and natural resources, among others.

Fort Irwin JLUS (CA)

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

Hampton-Langley AFB JLUS (VA)

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

Idaho JLUS (ID)

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

Malmstrom AFB JLUS (MT)

Malmstrom AFB in north-central Montana lies just east of the City of Great Falls. This JLUS is very unique. Malmstrom AFB no longer hosts an active runway; rather it is tasked with the maintenance of 150 missile silos and 15 launch control facilities located throughout a seven county region of central Montana. With the impending reduction in nuclear forces and the multitude of jurisdictions impacted by the Missile Complex associated with Malmstrom, it is imperative to develop universally acceptable strategies that will posture the Base to accept a variety of potential missions in the future, including reactivating flight operations, to augment its reduced role of maintaining launch facilities.

NAF El Centro JLUS (CA)

NAF El Centro is situated within the Imperial Valley of southern California in Imperial County and proximate to the Cities of El Centro and Imperial. In addition to the installation, the El Centro JLUS covers over 54,000 acres of ranges and 218,000 acres of restricted airspace used to conduct various training and testing exercises. While encroachment issues have been limited in the past, continued growth in the Imperial Valley has pressed the need for a comprehensive look at compatibility issues. The El Centro JLUS is a proactive step in compatibility planning. Issues assessed in this JLUS include noise, safety, use of airspace, and the compatible growth of alternative energy in the region.

NAS Corpus Christi JLUS (TX)

NAS Corpus Christi is located along the southeast coast of Texas, within the city limits of Corpus Christi in Nueces County. The planning area for this JLUS encompasses NAS Corpus Christi's main base, including the main airfield Truax Field, its two auxiliary landing fields Cabaniss and Waldron, and the Corpus Christi International Airport. The focus of this JLUS was on the assessment of compatibility around NAS Corpus Christi and recommendations on how to address issues related to noise, alternative energy development, radar interference, and transportation issues that are currently affecting military operations.

NAS Kingsville JLUS (TX)

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

NAS Panama City / Bay County JLUS (FL)

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

NAS Patuxent River JLUS (MD/VA)

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

Naval Base Ventura County JLUS (CA)

Naval Base Ventura County (NBVC), comprised of Port Hueneme, Point Mugu and San Nicholas Island, is located 65 miles north of Los Angeles, CA. NBVC Port Hueneme is a small port facility with intense community development on three sides. Point Mugu provides direct connectivity to the Point Mugu Sea Range, a 36,000 square mile maritime range used extensively by the Naval Air Warfare Center Weapons Division for weapons testing and research.

Naval Support Facility Dahlgren JLUS (VA)

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

R-2508 Airspace Complex JLUS (CA)

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

Joint Base San Antonio-Randolph JLUS (TX)

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

Sheppard AFB JLUS (TX)

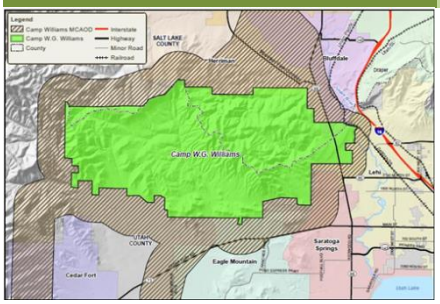
Sheppard AFB, TX encompasses approximately 5,719 acres of land and is situated along prominent travel corridors such as the Interstate 44 corridor that enables access to its nearest major cities of Dallas, TX, and Oklahoma City. Sheppard AFB is home to the Air Force's largest technical training wing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

JLUS Implementation

Camp Bullis JLUS Implementation Program (TX)

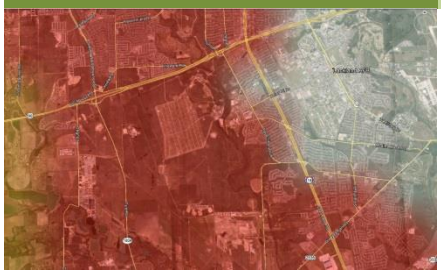
As the lead planning process for six other sector plans in the City of San Antonio, the North Sector Plan will guide compatible land use in the northern portion of the City and its area of extraterritorial jurisdiction. The Plan will also provide the tools to implement the Camp Bullis JLUS, that, when approved by the City, will promote compatible use. These tools include the development of recommendations for BASH and JAZB programs, compatible development guidelines, and rotary wing safety zones to protect existing and future mission potential at Camp Bullis.

Camp Williams JLUS Implementation Program (UT)



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

Joint Base San Antonio-Lackland JLUS Implementation (TX)



Artificial Night Sky Brightness Over Lackland AFB

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

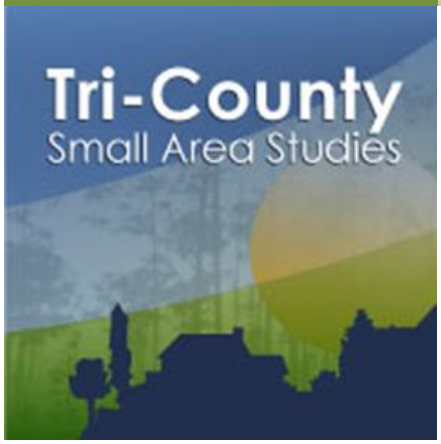
Kingsville JLUS Implementation Program (TX)

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

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

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

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



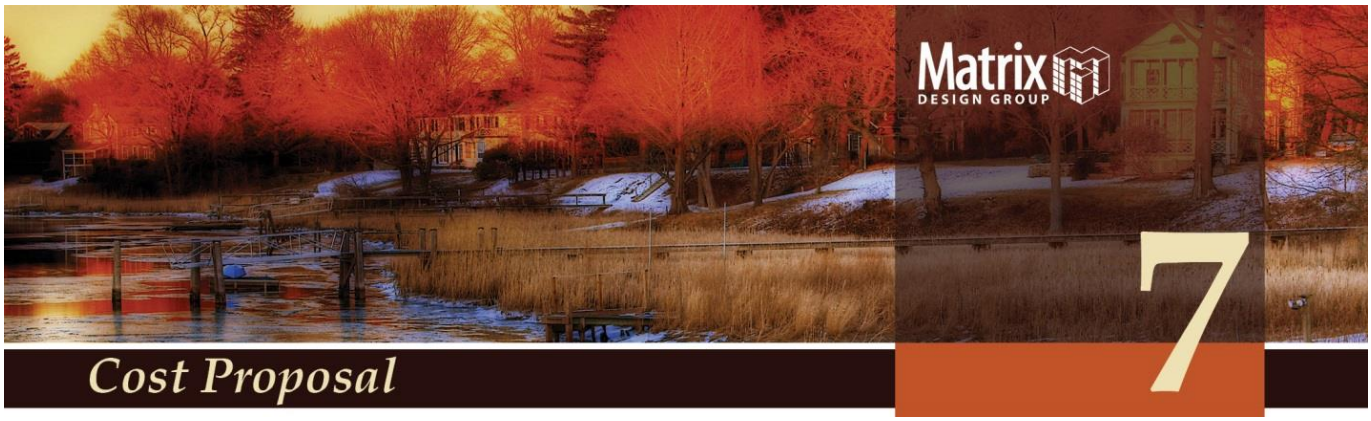
To limit encroachment generated by both military and civilian uses, the Eglin Joint Land Use Study (JLUS) was prepared in 2009. A key recommendation of the JLUS identified the preparation of the Tri-County Small Area Studies (SAS). The SAS will focus within the Military Influence Area III (MIPA III)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

Please see the next page.

Cost Proposal

7

Page intentionally left blank



Matrix has a solid track record of providing quality services on budget and on time. Tasks are assigned to the most qualified personnel at the most efficient rates in order to maximize available funds. In addition, project managers keep careful records of expenditures and remaining balances and advise clients early and often regarding the project's financial status. This allows Matrix and the client to identify potential issues, but also to identify potential options and alternatives in the event adjustments are deemed desirable, for instance to take advantage of unforeseen opportunities that arise during the course of the contract. In this way, Matrix and the client work as partners to manage not only the work product and schedule, but to actively guide the project. Our approach is not about "checking the box." It's about providing the client with a great experience, a high quality product and successful results.

Matrix's lump sum fee proposal for the scope of work outlined in the RFP and RFP supplement, and further detailed in this Proposal, is $149,050. If selected for the contract, Matrix is prepared to provide additional detail regarding hourly labor rates, overhead, fees by task and any other information; however, the above quoted lump sum is all inclusive and represents the total proposed contract amount Matrix believes is necessary to carry out the required scope.

Please see the next page.

Matrix
DESIGN GROUP

Matrix DESIGN GROUP

Atlanta, GA • Anniston, AL • Colorado Springs, CO • Denver, CO • Niceville, FL • Parsons, KS
Phoenix, AZ • Pueblo, CO • Sacramento, CA • Tamuning, GU • Washington, D.C.