

GROWTH MANAGEMENT PLAN FRAMEWORK

A. ASSESSMENT OF EXISTING CONDITIONS ATLAS – 3 Counties

- 100. Transportation and Roads
- 200. Housing
- 300. Public Utilities/Infrastructure
- 400. Land Use
- 500. Economic Impacts and Job Creation
- 600. Public Safety and Emergency
- 700. Health and Social Services
- 800. Education
- 900. Quality of Life

Team (including Staff) Workshop collectively selecting 3-4 BRAC Growth Areas.

Deliverable: Map Atlas along with listing deficiencies and conclusions of the 9 Plan Elements

Presentation of Results to Advisory Committee(s)

B. ALTERNATIVE FEASIBILITY ANALYSIS: 3-4 Selected BRAC Growth Areas

- 100. Transportation and Roads
- 200. Housing
- 300. Public Utilities/Infrastructure
- 400. Land Use
- 500. Economic Impacts and Job Creation
- 600. Public Safety and Emergency
- 700. Health and Social Services
- 800. Education
- 900. Quality of Life

C. DRAFT GROWTH MANAGEMENT PLAN: 3-4 BRAC Growth Areas (PREFERRED PLAN AND IMPLEMENTATION FEASIBILITY)

- 100. Transportation and Roads
- 200. Housing
- 300. Public Utilities/Infrastructure
- 400. Land Use
- 500. Economic Impacts and Job Creation
- 600. Public Safety and Emergency
- 700. Health and Social Services
- 800. Education
- 900. Quality of Life

Team (including Staff) Workshop collectively selecting Alternative Strategies in the 3-4 BRAC Growth Areas

Deliverable: Draft Growth Management Plan Report on Recommendations related to all 9 Plan Elements

D. GROWTH MANAGEMENT PLAN: 3-4 BRAC Growth Areas

- 100. Transportation and Roads
- 200. Housing
- 300. Public Utilities/Infrastructure
- 400. Land Use
- 500. Economic Impacts and Job Creation
- 600. Public Safety and Emergency
- 700. Health and Social Services
- 800. Education
- 900. Quality of Life

Team (including Staff) Workshop collectively selecting Alternative Strategies in the 3-4 BRAC Growth Areas

Deliverable: Final Report of Growth Management Plan on Recommendations related to all 9 Plan Elements.

TASK SERIES 100: ROADS / TRANSPORTATION

The purpose of this task is to complete an identification of specific BRAC related transportation improvement needs and a high-level regional transportation assessment, building on available data to avoid duplication of effort. Existing Long Range Transportation Plans (LRTP), as prepared for the Transportation Planning Organizations (TPO), shall be reviewed in light of regional considerations for the three-county study area. Other studies shall be integrated as well. The goal is to provide “a safe, economical and efficient transportation system that maximizes the mobility of people and goods.” Although numerous studies have been completed, there has not been a coordinated effort to identify and recommend a preferred set of improvements to address regional considerations.

This task element will assess existing conditions and focus on identification of potential multi-modal transportation solutions to accommodate the BRAC growth. Transportation modes considered will include the automobile, bicycle/pedestrian and transit / carpool. The analysis will also identify potential impacts to the existing regional airport operations based on the increased military air traffic associated with BRAC actions using secondary source data. Impacts of BRAC actions to water ports and rail facilities as documented in the BRAC DEIS/EIS will also be identified. Additional recommendations beyond the immediate need to accommodate BRAC growth may be made for future study.

Recommendations regarding new and/or modified transportation networks will be based on American Planning Association (APA) policy guidance; integrate closely with the Task Series on Land Use and Housing, and will consider public input.

Task 101: Assessment of Existing Conditions Atlas

The purpose of this task is to evaluate existing conditions and proposed changes to the transportation systems (local, county, state and Federal highways and airports) within the military growth Study Area and to compile a master list of regional transportation projects and previously established priorities identified in existing reports/studies: **(RFP Task 1.1)**

- *Okaloosa-Walton TPO and Florida-Alabama TPO Long Range Transportation Plan*
- *Northwest Florida Transportation Corridor Authority Master Plan*
- *Eglin AFB – Various studies completed in association with various BRAC and housing actions (EIS’s, EA’s etc)*
- *Mid Bay Bridge Authority Capital Improvements Plan*
- *US 98 Corridor Management Report (Okaloosa and Santa Rosa Counties)*
- *US 98/Brooks Bridge VISSIM Traffic Simulation Study*
- *Okaloosa Walton TPO Transit Quality of Service Evaluation and Transit Development Plan*
- *Fort Walton Beach Urbanized Area Bicycle and Pedestrian Master Plan*
- *Identify established priorities (such as from TPO project priorities list)*

1.1.1 Identify the roadway network to be analyzed based on anticipated BRAC impacts as documented in the BRAC DEIS and the collector and arterial network represented in the regional transportation model. Using the previously identified studies, as well as other sources, such as the TPO’s Congestion Management Report and the County’s Concurrency Management System, update the existing conditions to the most recent count data to document existing deficiencies in the those roadways. Previously identified transportation system deficiencies/needs

100 TRANSPORTATION

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associated with other modes including bicycle, pedestrian and transit will also be documented from existing reports. **(RFP Task 1.1)**

- 1.1.2 Present the existing conditions and initial project list to the committee for review and feedback and based on the feedback of the committee finalize the initial project list and existing conditions.
- 1.1.3 Identify arterial network needs associated with BRAC actions at Eglin AFB, based on the impacts identified in the BRAC DEIS or other studies associated with actions at Eglin AFB (changes in mission at Hurlburt Field) and through consultation with Eglin AFB planners and their NEPA consultant. This will include identification of potential gate/intersection improvement needs at Hurlburt Field, Duke Field, and Eglin Main. This list of arterial network needs will become a discrete section in the BRAC Growth Areas and Issues Map Atlas. **(RFP Task 1.3)**
- 1.1.4 Compile existing data on military airport operations: **(RFP Task 1.8)**
 - 1.1.4.1. Data collection from the ACUIZ study/ reports and the baseline data and aircraft types used in the forecast. (Eglin, Duke, Hurlburt).
 - 1.1.4.2. Data collection of the historical transient military flights (3-5 years of data) (Eglin, Duke, Hurlburt).
 - 1.1.4.3. Data collection of additional use of Eglin airspace by military services for training and exercises
 - 1.1.4.4. Interviews with military airfield and test wing airspace/mission coordinators
- 1.1.5 Incorporate data and information into an analysis that will provide: a projected growth in airspace use, characterization of the projected mission type mix, unique characteristic of aircraft type mix, their peak operational periods, and the major airspace restrictions that can limit capacity. An overview of this information will be depicted in the Growth Areas Map Atlas.

Deliverables

- 1.1.6 BRAC Growth Areas and Issues Map Atlas Administrative Draft. Prepare and provide QA / QC of the transportation section of the BRAC Growth Areas and Issues Map Atlas Administrative Draft. Provide to Okaloosa County Growth Project Coordinator (client) for review
- 1.1.7 BRAC Growth Areas and Issues Map Atlas Final. Incorporate government comments from the administrative draft and conduct QA / QC of the transportation section of the BRAC Growth Areas and Issues Map Atlas Final.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 102: Alternatives Feasibility Analysis

The purpose of this task is to identify impacts on regional circulation resulting from the additional housing (non-military as well as military) in the area and increased traffic to Eglin AFB, Duke Field and Hurlburt Field **(RFP Task 1.2)**. This task will also determine how the increased traffic in the Study Area will affect the arterial traffic near Eglin AFB,

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Duke Field and Hurlburt Field, and identify and address off base traffic issues resulting from increased traffic due to Eglin AFB growth, particularly at gate entrances (**RFP Task 1.3**). These forecasts will be analyzed to assess future major significant city streets, highway and arterial road needs in the communities and Study Area and to develop prioritized actions and needed improvements to meet the identified needs (**RFP Task 1.4**), including areas of development not served by FDOT (**RFP Task 1.6**).

This effort will also identify regional transportation opportunities and an assessment of the long-term viability of implementing such opportunities, costs, and funding options (**RFP Task 1.5**). Recommended strategies and projects will include new types of transportation systems/routes that would alleviate traffic congestion and improve the Quality of Life, including locations and funding options (**RFP Task 1.7**) based on an evaluation of alternatives for solving transportation issues, with specific focus on State Route 85 in the Crestview area, but also including all roads impacted by this mission expansion (**RFP Task 1.9**).

The purpose and objectives of this task will be achieved through the following tasks:

- 1.2.1 Using the Okaloosa Walton TPO model review and update future land use conditions to include the preferred BRAC implementation at Eglin AFB and the future land use developed in the land use and housing tasks. The future land use for all non-BRAC actions (background growth) will generally be interpolated from the future year of the model and the base year of the model to arrive at a future land use for 2016, consistent with the transportation analysis in the BRAC DEIS. This future land use will be used to identify the future conditions and deficiencies. The model network will also be reviewed and updated to include any project currently funded for construction within the first 3 years of an adopted 5 year work program. (**RFP Task 1.4 and 1.6**)
- 1.2.2 Based on the identified existing deficiencies and future deficiencies as identified in the BRAC DEIS and the project list identified in task 101, develop a set of roadway projects that address the BRAC impacts. Modify the model network to include these projects and analyze and determine the potential impact of these roadway projects on the overall transportation network and specifically the facilities impacted by the BRAC actions. (**RFP Tasks 1.4, 1.5, 1.6 and 1.7**)
- 1.2.3 Based on the assessment conducted in task series 101 and tasks 1.2.1, and 1.2.2, and the land use and housing analysis, provide an assessment of future needed improvements/action strategies including: (**RFP Tasks 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.9 and 1.12**)
 - Identification of bicycle, pedestrian, transit or other multi-modal opportunities,
 - Identification of needed roadway improvements, including the associated maintaining agency,
 - New routes as identified in task series 101.
 - Project costs based on cost estimate documents developed by FDOT District 3 or provided by the County.
 - Recommendations for concurrency strategies including unified methodology, tracking system, and/or data sharing as well as recommendations for potential concurrency options such as TCEA's, TCMA's, MMTD's etc.

- Recommendations of partnership opportunities to leverage funding and implementation through means other than the existing TPO process / structure.
 - Identification of which projects are BRAC related and which are projected to be needed regardless of BRAC actions.
 - Identification of potential funding sources.
 - Recommendations to implement smart growth concepts to reduce vehicle miles traveled.
- 1.2.4 Assess existing evacuation plans/routes/improvements for this area and identify which of the recommended improvements will emphasize completing/funding north/south access ways to the I-10 corridor. **(RFP Task 1.10)**
- 1.2.5 Analyze impacts of BRAC on port and rail facilities, as identified in the appropriate DEIS or other study, focusing on roadway access to these facilities. **(RFP Task 1.11)**
- 1.2.6 Assess and evaluate various potential future funding options beyond the traditional State and Federal DOT funding, including but not limited to tolls, user fees and public/private partnerships. **(RFP Tasks 1.5, 1.9, 1.10 and 1.12)**
- 1.2.7 Working with the committee, review the results of the analysis and the recommendations to develop a consensus list of prioritized projects/action strategies with identified funding options/opportunities.
- 1.2.8 Assess and evaluate the performance of the prioritized projects/action strategies, using the transportation model and other professionally accepted methods for items not able to be included in the transportation model.
- 1.2.9 Recommend next steps for implementation/additional study.
- 1.2.10 Present the evaluation of the prioritized projects/action strategies and the recommended next steps with the committee. Revise the project list/action strategies and recommended next steps based on committee comments.

Deliverables

- 1.2.11 Transportation Assessment Analysis Technical Memoranda. Prepare and conduct QA / QC of the Transportation Assessment Analysis Technical Memoranda.

The Consultants will provide one (1) original, five (5) bound documents, and five (5) electronic versions on CD.

**Task 103: Draft Growth Management Plan
(Preferred plan and implementation feasibility analysis)**

The purpose of this task is to compile the data, existing conditions, future baseline and alternatives analysis into the draft plan of recommended projects, strategies, funding options and priorities with the objective of meeting the expected outcomes described in Task 1 of the RFP. The Draft Growth Management Plan will accomplish the following:

- 1.3.1 Document the existing transportation conditions as identified in task series 101.

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- 1.3.2 Integrate airport analysis for military growth and determine the opportunities and constraints for military airport growth. **(RFP Task 1.8)**
- 1.3.3 Document evaluation of funding options and funding incentives developed in tasks 1.2.3 and 1.2.6. **(RFP Task 1.12)**
- 1.3.4 Provide prioritized recommendations relative to future needed improvements, including bicycle, pedestrian and transit modes, as well as future new systems and routes. **(RFP Task 1.7)**
- 1.3.5 Provide recommendations for actions/strategies to address transportation problems including a recommendation for a committee develop a unified concurrency methodology. **(Expected Outcome)**
- 1.3.6 Identify potential partnership and coordination opportunities for the Cities, Counties, State, Eglin AFB and the School Board, and opportunities to leverage funding and implementation through means other than the existing TPO process / structure as identified in task series 102. **(Expected Outcome)**
- 1.3.7 Recommend next steps for implementation, including any future recommendations, studies, etc. which may be needed in the near-term or longer term, but are beyond the scope of this BRAC growth analysis. **(Expected Outcome)**

Deliverables

- 1.3.8 Transportation Preferred Plan Feasibility Analysis Technical Memoranda. Prepare and conduct QA / QC of the transportation section of the Preferred Plan and Implementation Plan Feasibility Analysis Technical Memoranda

The Consultants will provide one (1) original, five (5) bound documents, and five (5) electronic versions on CD.

Task 104: Growth Management Plan

The purpose of this task is to refine the preferred plan and implementation recommendations with particular focus on the priorities, funding options and implementation measures as described by the expected outcomes of the RFP for this task, specifically including:

- 1.4.1 Identification of any transportation problems and recommended action strategies to address these problems. **(Expected Outcome)**
- 1.4.2 Recommended strategies will include formation of a committee made up of the local jurisdictions to establish uniform transportation concurrency study methodology for the cities, counties and military.
- 1.4.3 Recommendations for improvements to County and municipal roads as appropriate, (roads not maintained by FDOT personnel or funding), due to BRAC growth and funding options. **(Expected Outcome)**
- 1.4.4 Recommendations for new types of transportation systems/routes that would alleviate traffic congestion and improve the Quality of Life and funding options. **(Expected Outcome)**

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- 1.4.5 Recommended prioritized steps for coordination between Cities, Counties, State and Eglin AFB officials to meet the demands of expected growth. **(Expected Outcome)**
- 1.4.6 Identify opportunities for partnerships between Eglin AFB, Cities, Counties, Schools and other agencies/entities. **(Expected Outcome)**
- 1.4.7 Document current/existing strategies within the project study areas for addressing / funding growth management issues (i.e. impact fees, grants, legislative funding, municipal bonds). **(Expected Outcome)**

Deliverables

- 1.4.8 Growth Management Plan Administrative Draft - Prepare and conduct QA / QC of the Transportation section of the Growth Management Plan Administrative Draft.

The administrative draft of the Growth Management Plan will be prepared for review and comment by the Client Project Manager and the Executive Committee. The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

- 1.4.9 Growth Management Plan Final - Incorporate government comments from the administrative draft and conduct QA / QC of the transportation section of the Final Growth Management Plan

Provide a proof set for final approval. The Consultants will provide one (1) original, five (5) bound documents, and five (5) electronic versions on CD.

Assumptions

- Completion of the Transportation Task Series will require input from the completed Joint Land Use Study, and the completed Environmental Impact Statements (or drafts). However, initial data collection and processing may occur in parallel with completion of these decision documents.
- Original data collection is not included in this task. Existing conditions and identification of future deficiencies will be based on already completed studies, such as the BRAC DEIS and the Okaloosa-Walton TPO LRTP, but counts may be updated to reflect the most recent available data from other sources.
- Analyses of other modes, including bicycle, pedestrian and transit will be largely based on previously completed studies, particularly the Fort Walton Beach Urbanized Area Bicycle Pedestrian Plan and the Okaloosa-Walton Transit Development Plan. Analysis of potential for other modes will be qualitative in nature, as these modes are not included in the existing transportation models.
- Analysis of intersections is not included in this scope of services. Identification of needed intersection improvements will be based on the analysis conducted for the BRAC DEIS and such improvements will only be identified in association with the BRAC impacts.
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- This task does not include development of a future land use data set for the district wide transportation model (which has not been completed by the FDOT to date). It

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assumes that either the Okaloosa-Walton TPO or the Northwest Florida Transportation Corridor Authority model is used.

- This task does not include any model validation, or sub area modeling tasks.
- One (1) future land use data set will be developed/modified for this transportation analysis. The future land use data set will be developed for 2016, based on the data used in the BRAC DEIS. This data set will be modified based on the land use and housing tasks and the mission changes at Hurlburt Field as noted in the RFP.
- Two (2) future year (2016) model runs will be conducted as part of the transportation task:
 - One (1) with the 2016 land use and the recommended project list
 - One (1) with the 2016 land use and the priority projects.
- Task Element Leader required at kickoff meeting, data gathering, charrette, and at least one other public meeting / briefing (four travel trips (20 days total). One other transportation analyst may also be required to assist.
- Government-supplied data, such as GIS shape files, is in a format readily usable and does not require georectification or extensive processing. Such tasks can be accommodated, but are not within the existing scope and schedule.
- The Military airspace analysis assumes that the data to be used in the analysis is readily available from the government and the assumptions and general data used by the military will be used for this report. No original data collection or research into this data is included with this task
- Project construction costs will be based on the most recent general FDOT cost estimates, data from FDOT, or other data as provided by the County.
- The roadway analysis will be conducted for those roadways currently functionally classified as collector or higher and that are included in the transportation model. Minor roadway network additions may be accommodated so long as their inclusion does not invalidate the accuracy of the model forecast.

TASK SERIES 200: HOUSING

This task will utilize the information assembled by the Essential Workforce Housing Subcommittee as a starting point for further study and analysis with the end result being a comprehensive planning effort to address housing issues, associated with BRAC, coupled with implementation strategies. The consultant will focus on the gap between affordable workforce housing and proximity to the workplace which may potentially have a substantial impact on the personnel relocating to this area as a result of the BRAC decisions, depending on the final bed-down decisions. The location of BRAC growth areas for housing will take into consideration military mission and their associated alert response times. Those bed-down locations will drive housing options for arriving troops and will require a wide range of options for local communities to use to ensure available housing.

A high-level Housing Market Analysis (HMA) for the Study Area will be developed to determine if proper development will satisfy the housing needs of incoming personnel along with ambient (i.e., non-military) growth or if additional units or different types of housing (e.g., rental vs. ownership, appropriate price range, etc.) are still required.

The consultant will use Air Force HMA and Housing Market Requirements (HMR) data where available/applicable.

The task element will assess existing conditions and focus on housing solutions to accommodate the BRAC growth and only the BRAC growth. Additional recommendations beyond the immediate need to accommodate BRAC growth may be made for future study.

Available data shall be compiled and evaluated to avoid duplication of effort. Existing data shall be evaluated to determine if additional data are required. If additional data are required, such data gathering shall be completed in consultation with the Project Manager to determine potential for cost and schedule impacts.

Recommendations regarding new and/or modified housing / developments will be based on smart growth principles with a focus on the BRAC growth areas. These recommendations will be based on American Planning Association (APA) policy guidance; integrating closely with the Task Series on Land Use, Transportation, Utilities; and considering public input.

The focus of this work is only to reach to reach the near-term goal of accommodating BRAC growth and only BRAC growth.

Task 201: Assessment of Existing Conditions Atlas

- 2.1.1 Compile existing and available data building from the data already assembled by the Eglin Installation Growth Committee and comprehensive plans and other studies.
- 2.1.2 Use current data sources to develop a description of existing housing stock in terms of location, supply, and occupancy of existing housing (both rental and ownership), housing growth and composition, vacancy rates, housing age and conditions, distribution, costs, overcrowding, and special needs groups (**RFP Tasks 2.2 and 2.6**).

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- 2.1.3 Prepare a high-level overview of the housing needs assessment of housing needs for incoming military personnel due to this BRAC growth action. Based on the information provided in the Eglin AFB Housing Market Analysis Study and Residential Communities Initiative (housing privatization), information on future demand will be assessed based on demand type (number of bedrooms, housing type, etc.), and a comparison of level of payment required (cost) with ability to pay for housing. This task will assess housing requirements based on numbers, timing, demographics, and preferences of incoming personnel at Eglin AFB, Duke Field and Hurlburt Field taking into consideration non-military growth which will compete for housing **(RFP Tasks 2.1, 2.7)**.
- 2.1.4 Assess the requirements for work force housing based on growth from BRAC.
- 2.1.5 Evaluate, in conjunction with the land use analysis and compatible land use recommendations from the Eglin JLUS, available sites for residential development. **(RFP Task 2.12)**.
- 2.1.6 Identify the areas within the Study Area, with infrastructure in place to support new housing developments associated with BRAC Growth **(RFP Task 2.4)**.
- 2.1.7 Identify the impact of commuting on housing affordability, i.e. cost of homes in areas north of Eglin AFB compared to areas south of Eglin AFB **(RFP Task 2.10)**.
- 2.1.8 Assess the impact of concurrency issues related to traffic on the ability of localities to provide affordable housing (impact fee) **(RFP Task 2.1)**.
- 2.1.9 Identify prime areas for new development that may require expanded infrastructure and services. Summarize public cost associated with the development. **(RFP 2.5)**.
- 2.1.10 Identify immediate, short-term needs list of priority actions where additional investments are needed to alleviate near-term issues in preparation for receiving BRAC growth.

Deliverables

- 2.1.11 BRAC Growth Areas and Issues Map Atlas Administrative Draft. Prepare and provide QA / QC of the housing section of the BRAC Growth Areas and Issues Map Atlas Administrative Draft. Provide to Okaloosa County Growth Project Coordinator (client) for review.
- 2.1.12 BRAC Growth Areas and Issues Map Atlas Final. Incorporate government comments from the administrative draft and conduct QA / QC of the housing section of the BRAC Growth Areas and Issues Map Atlas Final.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 202: Alternatives Feasibility Analysis

- 2.2.1 Based on the data collected, the Consultant will develop and analyze the feasibility of two housing alternatives for the BRAC Growth Areas **(RFP Tasks 2.8 and 2.9)**.

The Smart Growth alternative will include but not be limited to:

- Identification of areas where changes in zoning, density or the inclusion of mixed-use development and in-fill development may be used to provide adequate housing and the rationale why these areas are recommended.
- Creation of feasibility analysis criteria that will be used to evaluate the pros and cons of each housing alternative
- Assessment of the impact of concurrency issues related to traffic and other government required services on for each housing alternative
- Identify costs associated with residential developments that require expanded infrastructure and impacts on mission response time (**RFP Task 2.5**).

Deliverables

2.2.2 Housing Alternatives Feasibility Analysis Technical Memoranda. Prepare and conduct QA / QC of the Housing Alternatives Feasibility Analysis Technical Memoranda.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 203: Draft Growth Management Plan (Preferred Plan and Implementation Feasibility Analysis)

2.3.1 Based on the results the data gathering and alternatives feasibility analysis, the Consultant will develop the preferred plan within the BRAC growth areas and recommend implementation actions required to execute and fund the plan. The Housing Preferred Plan will include but not be limited to:

2.3.1.1 Recommendations to implement smart growth concepts.

2.3.1.2 A Housing Market Analysis that identifies housing requirements and recommends strategies to meet the housing needs.

2.3.1.3 Options and possible incentives available to developers to pursue projects which are both affordable and accessible to Eglin AFB, Duke Field and Hurlburt Field.

2.3.1.4 Strategies to upgrade the quantity of affordable rental housing.

2.3.1.5 Strategies to increase housing development on land that already has infrastructure in place to minimize additional public expenditures.

2.3.2 Provide recommendations for near-term housing needs of a partial BRAC execution, and longer-term recommendations if complete BRAC execution is delayed.

2.3.3 Assess options and funding incentives available to both the public and private sectors.

- 2.3.4 Identify any future recommendations, studies, etc. which may be needed in the near-term, but are beyond the scope of this BRAC growth analysis.

Deliverables

- 2.4.1 Growth Management Plan Administrative Draft - Prepare and conduct QA / QC of the housing section of the Growth Management Plan Administrative Draft.

The administrative draft of the Growth Management Plan will be prepared for review and comment by the Client Project Manager and the Executive Committee. The Consultants will provide one (1) original, five (5) bound documents, and five (5) electronic versions on CD.

Task 204: Growth Management Plan

- 2.4.1 Provide a Housing Market Analysis that identifies housing requirements and recommends strategies to meet the housing needs **(RFP Expected Outcome 2.1.1)**.
- 2.4.2 Provide options and incentives available to developers to pursue projects which are both affordable and accessible to Eglin, Duke and Hurlburt **(RFP Expected Outcome 2.1.2)**.
- 2.4.3 Provide recommended strategies to meet BRAC growth for both quantity and quality of housing projects which are both affordable and accessible, minimizing vehicle miles traveled and additional infrastructure **(RFP Expected Outcome 2.1.3)**.
- 2.4.4 Develop strategies to increase housing development on land that already has infrastructure in place to minimize additional public expenditures **(RFP Expected Outcome 2.1.4)**.

Deliverables

- 2.4.5 Growth Management Plan Final - Following completion of the reviews, the consultant will incorporate government comments from the administrative draft and conduct a thorough quality assurance and quality control of the housing section of the Final Growth Management Plan

Provide a proof set for final approval. The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Assumptions

- Completion of the Housing Task Series will require input from the completed Joint Land Use Study, and the completed Environmental Impact Statements. However, initial data collection and processing may occur in parallel with completion of these decision documents.
- No original data collection is included in this scope of work. Data will be obtained from existing sources and studies or as provided by the client.
- Government-supplied data, such as GIS shape files, is in a format readily usable and does not require georectification or extensive processing. Such tasks can be accommodated, but are not within the existing scope and schedule.

TASK SERIES 300

PUBLIC UTILITIES / INFRASTRUCTURE

The purpose of this task is to complete a broad-based utility / infrastructure assessment to determine if adequate utilities exist to accommodate the BRAC growth, along with ambient (i.e., non-military) growth or if additional utilities or different types of utilities might be required. Future bed-down locations will drive utility requirements. Likewise, there may be situations where existing utilities drive the housing requirements.

Available data shall be compiled and evaluated to avoid duplication of effort. Existing data sources include, but are not limited to, the Eglin Installation Growth Committee, Comprehensive Plans, Water Management District, and the public / private utilities. Existing data shall be evaluated to determine if additional data are required. If additional data are required, such data gathering shall be completed in consultation with the Project Manager to determine potential for cost and schedule impacts.

This task element will assess existing conditions and focus on utility solutions to accommodate the BRAC growth. Additional recommendations beyond the immediate need to accommodate BRAC growth may be made for future study.

Recommendations regarding new and/or modified utility services with a focus on the BRAC growth areas. These recommendations will be based on smart growth principles, and American Planning Association (APA) policy guidance; integrating closely with the Task Series on Land Use and Housing, and considering public input.

Task 301: Assessment of Existing Conditions Atlas

- 3.1.1 Compile existing and available data building from the data already assembled by the Eglin installation Growth Committee and comprehensive plans and other studies.
- 3.1.2 Compile and assess data concerning the location, capacity, Level of Service standards, known condition, and known deficiencies of existing utilities:
 - wastewater
 - potable water
 - reclaimed water
 - private utility systems
 - communications / fiber optics
- 3.1.3 Assess current and projected needs versus current and projected planned capacities.
- 3.1.4 Assess additional utility / infrastructure requirements based on numbers, timing, demographics, and preferences of incoming personnel at Eglin AFB, Duke Field and Hurlburt Field taking into consideration non-military growth which will compete for utility / infrastructure needs. **(RFP Task 3.6).**
- 3.1.5 Evaluate infrastructure and/or community utility service improvements needed to support the growth direction and indirectly associated with the expansion of the military presence in the potential BRAC growth areas **(RFP Task 3.1).**
- 3.1.6 Assess energy forecasts / use / consumption, looking for development / inclusion of alternative energy sources. **(RFP Task 3.5).**

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- 3.1.7 Identify immediate, short-term needs list of priority actions where additional investments are needed to alleviate near-term issues in preparation for receiving BRAC growth.

Deliverables

- 3.1.8 BRAC Growth Areas and Issues Map Atlas Administrative Draft. Prepare and provide QA / QC of the housing section of the BRAC Growth Areas and Issues Map Atlas Administrative Draft. Provide to Okaloosa County Growth Project Coordinator (client) for review.
- 3.1.9 BRAC Growth Areas and Issues Map Atlas Final. Incorporate government comments from the administrative draft and conduct QA / QC of the housing section of the BRAC Growth Areas and Issues Map Atlas Final.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 302: Alternatives Feasibility Analysis

- 3.2.1 Identify areas where changes in land use may be used to provide adequate utilities.
- 3.2.2 Identify areas where adequate housing exists or is planned, but substandard utilities exist.
- 3.2.3 Assess energy forecast / use consumption looking for development / inclusion of alternative energy resources.
- 3.2.4 Identify opportunities for consolidation / collaboration among utility providers.
- 3.2.5 Incorporate recommendations from the Eglin JLUS and EIS.
- 3.2.6 Identify improvements and additions required to meet projected needs including a summary of associated costs and suggested funding sources **(RFP Task 3.6)**.
- 3.2.7 Identify alternatives for infrastructure projects such as location of waste water spray fields, and alternative water sources **(RFP Task 3.4)**

Deliverables

- 3.2.8 Utilities Alternatives Feasibility Analysis Technical Memoranda. Prepare and conduct QA / QC of the Utilities Alternatives Feasibility Analysis Technical Memoranda.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 303: Draft Growth Management Plan (Preferred Plan and Implementation Feasibility Analysis)

- 3.3.1 Provide recommendations to implement smart growth concepts, including infill strategies.
- 3.3.2 Provide recommendations for near-term utility needs of a partial BRAC execution, and longer-term recommendations if complete BRAC execution is delayed.

300 PUBLIC UTILITIES / INFRASTRUCTURE

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- 3.3.3 Assess options and funding incentives available to both the public and private sectors.
- 3.3.4 Identify any future recommendations, studies, etc. which may be needed in the near-term, but are beyond the scope of this BRAC growth analysis.
- 3.3.5 Recommend prioritized steps for coordination between cities, counties, Eglin, and private utility providers to meet the demands of expected growth (**RFP Expected Outcome 3.1.4**).
- 3.3.6 Develop a coordination mechanism with Eglin officials to design common utility corridor access from north to south, and from east to west, and for oversight of preliminary corridor approval.
- 3.3.7 Identify and evaluate Enhanced Use Leasing (EUL) opportunities.

Deliverables

- 3.3.8 Growth Management Plan Administrative Draft - Prepare and conduct QA / QC of the utilities section of the Growth Management Plan Administrative Draft.

The administrative draft of the Growth Management Plan will be prepared for review and comment by the Client Project Manager and the Executive Committee.

The Consultants will provide one (1) original, five (5) bound documents, and five (5) electronic versions on CD.

Task 304: Growth Management Plan

- 3.4.1 Assess the condition and capacity of public utilities to support the anticipated growth and recommend prioritized steps / projects needed to meet the demands of the incoming growth and potential funding options (**RFP Tasks 3.2, 3.3; Expected Outcome 3.1.1**).
- 3.4.2 Assess current water supply and identification of future sources to support the anticipated growth, including use, recycling / gray water reuse, etc. (**RFP Expected Outcome 3.1.2**).
- 3.4.3 Identify any issues or actions required to ensure private utility suppliers can support the anticipated growth (**RFP Expected Outcome 3.1.3**).
- 3.4.4 Recommend prioritized steps for coordination between cities, counties, Eglin, and private utility providers to meet the demands of expected growth (**RFP Expected Outcome 3.1.4**).
- 3.4.5 Develop a map that shows the locations of the public and private utilities and drainage systems, indicating where major improvements or extensions are required (**RFP Expected Outcome 3.1.5**).
- 3.4.6 Develop a coordination mechanism with Eglin officials to design common utility corridor access from north to south, and from east to west, and for oversight of preliminary corridor approval (**RFP Expected Outcome 3.1.7**).
- 3.4.7 Identify potential for consolidation / collaboration in providing shared utilities across the three-county study area.

300 PUBLIC UTILITIES / INFRASTRUCTURE

Deliverables

- 3.4.8 Growth Management Plan Final - Incorporate government comments from the administrative draft and conduct QA / QC of the utilities section of the Final Growth Management Plan

Provide a proof to the client for final approval. The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Assumptions

- Completion of the Utility Task Series will require input from the completed Joint Land Use Study, and the completed Environmental Impact Statements. However, initial data collection and processing may occur in parallel with completion of these decision documents.
- No original data collection is included in this scope of work. Data will be obtained from existing sources and studies or as provided by the client.
- Government-supplied data, such as GIS shape files, is in a format readily usable and does not require georectification or extensive processing. Such tasks can be accommodated, but are not within the existing scope and schedule.
- No hydraulic modeling of the water, wastewater, or stormwater systems is included in this scope of work.
- The initial "Study Area" for this project is defined as the affected jurisdictions in the tri-county area of Okaloosa, Walton and Santa Rosa Counties. Jurisdictions in this area include the Okaloosa County municipalities of Fort Walton Beach, Crestview, Destin, Niceville, Valparaiso, Mary Esther, Shalimar, Laurel Hill and Cinco Bayou. Municipalities in Walton County include DeFuniak Springs, Freeport and Paxton. Santa Rosa municipalities include Milton, Gulf Breeze and Jay, and the unincorporated areas of Navarre and Pace.

As this project relates only to BRAC growth, the study area is further refined to only the jurisdictions impacted by BRAC actions as identified in the environmental clearance documents associated with those actions (such as the DEIS).

Main growth centers will be identified in the "BRAC Growth Areas and Issues Map Atlas." Once the main growth centers are identified in the Map Atlas, further detailed analysis will be limited to the growth centers.

- As requested by Okaloosa County, this task excludes stormwater analysis as a Stormwater Master Plan has recently been developed.

TASK SERIES 400 **LAND USE**

This task will include an inventory, review and assessment of existing community and county land use plans and policy documents as they are affected by the growth of Eglin AFB, Duke Field and Hurlburt Field. In addition, this task will identify any land use policy and implementation documents that need to be developed, updated or revised; identify planning and administrative structures that may need to be established or strengthened; identify alternatives for improved cooperation and coordination of growth and development policies and processes to facilitate the orderly and planned growth of the Study Area

Key to the analysis is evaluation of the effectiveness of existing development policies, procedures, and regulations, focusing on the identified growth communities. If land develop code restrictions do not allow for smart growth solutions, recommendations for changes will be made.

The task element will assess existing conditions and focus on multi-modal transportation solutions to accommodate the BRAC growth. Transportation modes considered will include the automobile, bicycle, transit / carpool, rail, airport, and water ports. Additional recommendations beyond the immediate need to accommodate BRAC growth may be made for future study.

Available data shall be compiled and evaluated to avoid duplication of effort. If additional data are required, such data gathering shall be completed in consultation with the Project Manager to determine potential for cost and schedule impacts.

Recommendations regarding land use will be based on American Planning Association (APA) policy guidance; integrating closely with the Task Series on Transportation, Housing, Utilities;, and Economics; and considering public input.

The focus of this work is only to reach to reach the near-term goal of accommodating BRAC growth and only BRAC growth.

Task 401: Assessment of Existing Conditions Atlas

4.1.1 Compile existing and available data building from the data already assembled by the Eglin installation Growth Committee and comprehensive plans and other studies.

4.1.2 Review, analyze, and incorporate where appropriate, the following studies/activities into the comprehensive GMP, which have occurred, or are currently underway, to avoid duplication/replication of effort: **(RFP Task 4.0)**

- Air Installation Compatible Use Zone Study, Eglin Air Force Base, Florida. Completed March 2006.
- Range Air Installation Compatible Use Zone Study, Eglin Air Force Base, Florida.
- OEA funded Joint Land Use Study for Eglin Air Force Base, Florida, with Okaloosa County Department of Growth Management as the executive agent. Estimated completion summer 2008.

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- OEA funded Joint Land Use Study for NAS Whiting Field and Santa Rosa County, Florida. Effort completed in 2003.
 - Environmental Impact Study (EIS) for JSF Noise Contours and BRAC Bed-down. Currently underway; draft EIS estimated completion is May 2008; final EIS ROD expected in November 2008.
 - Eglin Air Force Base Housing Privatization Study.
 - Defense Access Road Study.
 - Applicable Transportation studies.
 - Community Comprehensive Plans for Okaloosa, Santa Rosa, and Walton Counties and their municipalities.
 - Evaluation and Appraisal Reports (EAR) for Okaloosa, Santa Rosa, and Walton Counties and their municipalities.
 - Economic Diversification Plans (4), funded by OEA in advance of BRAC.
- 4.1.3 Identify areas least consistent with development goals such as incompatible land uses within airfield / runway safety zones, and/or noise contours over 65 decibels. Identify specific noise sensitive receptors within incompatible land use areas **(RFP Task 4.1 and Expected Outcome 4.1.3)**
- 4.1.4 Identify areas that should be protected from future development **(RFP Tasks 5.0, 4.9, and 4.5).**
- 4.1.5 Identify areas for critical resources / materials (such as fuel, ports, aggregate)
- 4.1.6 Identify Enhanced Use Leasing (EUL) opportunities.
- 4.1.7 Provide maps and tables that display the projected land uses, along with supporting written documentation of the summary findings and methodology.
- 4.1.8 Identify areas for critical resources / materials (such as fuel, ports, aggregate)
- 4.1.9 Identify existing and projected land use areas identified for development in adopted Comprehensive Plans as well as areas that should be protected, such as conservation easements, prime farm lands, wellhead protection areas, floodplains, wetlands, and environmentally sensitive resources / locations. (RFP Task 4.5).
- 4.1.10 Identify immediate, short-term needs list of priority actions where additional investments are needed to alleviate near-term issues in preparation for receiving BRAC growth.

Deliverables

- 4.1.11 BRAC Growth Areas and Issues Map Atlas Administrative Draft. Prepare and provide QA / QC of the land use section of the BRAC Growth Areas and Issues

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Map Atlas Administrative Draft. Provide to Okaloosa County Growth Project Coordinator (client) for review.

- 4.1.12 BRAC Growth Areas and Issues Map Atlas Final. Incorporate government comments from the administrative draft and conduct QA / QC of the land use section of the BRAC Growth Areas and Issues Map Atlas Final.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 402: Alternatives Feasibility Analysis

- 4.2.1 Coordinate with Eglin Installation Growth Committee executive committee to establish goals / criteria for developments that support smart growth principles. **(RFP Task 4.3)**.
- 4.2.2 Identify needed improvements in current governance structures which are responsible for implementing the smarter growth recommendations. **(RFP Task 4.7)**
- 4.2.3 Identify alternatives for improved regional cooperation and coordination of growth and development policies and processes to facilitate the orderly and planned growth of the region **(RFP Task 4.8)**.
- 4.2.4 Identify actions and recommend steps that may be needed if development takes place in areas which may pose base encroachment threat or in less desirable areas **(RFP Task 4.6)**.
- 4.2.5 Develop and analyze two (2) land use alternatives: status quo, and smart growth based on executive committee goals / criteria.
- 4.2.5.1 Status Quo: BRAC growth under current regulatory / planning structure.
- 4.2.5.2 Smart Growth: BRAC growth according to smart growth planning principles as established by the American Planning Association.
- 4.2.6 Incorporate recommendations from the Eglin JLUS and EIS.

Deliverables

- 4.2.7 Alternatives Feasibility Analysis Technical Memoranda. Prepare and conduct QA / QC of the Alternatives Feasibility Analysis Technical Memoranda.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 403: Draft Growth Management Plan (Preferred Plan and Implementation Feasibility Analysis)

- 4.3.1 Provide recommendations to implement smart growth concepts **(RFP Expected Outcome 4.1.1)**.
- 4.3.2 Provide recommendations for near-term needs of a partial BRAC execution, and longer-term recommendations if complete BRAC execution is delayed.

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- 4.3.3 Assess options and funding incentives available to both the public and private sectors.
- 4.3.4 Identify potential improvements in governance structures which are responsible for implementing planning and zoning documents **(RFP Task 4.7)**.
- 4.3.5 Identify any future recommendations, studies, etc. which may be needed in the near-term, but are beyond the scope of this BRAC growth analysis.
- 4.3.6 Provide recommendations for additional locations around the perimeter of Eglin AFB, Duke Field and Hurlburt Field and the Eglin reservation that should be acquired, zoned or otherwise managed to preclude encroachment **(RFP Expected Outcome 4.1.2)**.
- 4.3.7 Provide maps and tables to display the projected land uses, along with supporting written documentation of the summary findings and methodology **(RFP Expected Outcome 4.1.5)**.

Deliverables

- 4.3.8 Growth Management Plan Administrative Draft - Prepare and conduct QA / QC of the land use section of the Growth Management Plan Administrative Draft.

The administrative draft of the Growth Management Plan will be prepared for review and comment by the Client Project Manager and the Executive Committee. The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 404: Growth Management Plan

- 4.4.1 Identification of mechanisms to incorporate smarter growth principles **(RFP Expected Outcome 4.1.1)**.
- 4.4.2 Identification of locations around the base perimeters / reservation perimeter that should be acquired, zoned, or otherwise managed to preclude encroachment **(RFP Expected Outcome 4.4.2)**.
- 4.4.3 Identification of areas least consistent with development goals **(RFP Expected Outcome 4.4.3)**.
- 4.4.4 List of recommendations regarding specific strategies that can be used to address and assess the problems that have been identified on the information collected **(RFP Expected Outcome 4.4.4)**.
- 4.4.5 Identify needed improvements in current governance structures which are responsible for implementing planning and zoning documents **(RFP Expected Outcome 4.4.5)**.
- 4.4.6 Identify alternates for improved regional cooperation and coordination of growth and development policies and processes to facilitate the orderly and planned growth of the region **(RFP Expected Outcome 4.4.6)**.
- 4.4.7 List of recommendations regarding specific strategies that can be used to address and assess the problems that have been identified based on the information collected. **(RFP Expected Outcome 4.4.7)**

- 4.4.8** Maps and tables that displace the projected land uses, along with supporting written documentation of the summary findings and methodology. **(RFP Expected Outcome 4.4.8).**

Deliverables

- 4.4.9 Growth Management Plan Final - Incorporate government comments from the administrative draft and conduct QA / QC of the land use section of the Final Growth Management Plan

Provide a proof copy for final approval. The Consultants will provide one (1) original, five (5) bound documents, and five (5) electronic versions on CD.

Assumptions

- Completion of the Task Series will require input from the completed Joint Land Use Study, and the completed Environmental Impact Statements. However, initial data collection and processing may occur in parallel with completion of these decision documents.
- No original data collection is included in this scope of work. Data will be obtained from existing sources and studies or as provided by the client.
- Government-supplied data, such as GIS shape files, is in a format readily usable and does not require georectification or extensive processing. Such tasks can be accommodated, but are not within the existing scope and schedule.

TASK SERIES 500

ECONOMIC IMPACTS and JOB CREATION

The purpose of this task is to assess economic and fiscal impacts of the BRAC influx. This will include a review of existing information on this topic, plus an assessment of the economic impact the addition of these missions will have on the defined study area. Additionally, existing programs and organizations that support job creation will be identified along with recommendations for improvement in these areas. Specifically, military spouse employment programs will be studied as well as programs to assist transitioning military personnel.

Additional recommendations beyond the immediate need to accommodate BRAC growth may be made for future study.

Available data shall be compiled and evaluated to avoid duplication of effort. If additional data are required, such data gathering shall be completed in consultation with the Project Manager to determine potential for cost and schedule impacts.

Recommendations will be based on American Planning Association (APA) policy guidance; integrating closely with the Task Series on Land Use, Housing, Utilities; and considering public input.

The focus of this work is only to reach the near-term goal of accommodating BRAC growth and only BRAC growth.

Task 501: Assessment of Existing Conditions Atlas

- 5.1.1 Compile existing and available data building from the data already assembled by the Eglin Installation Growth Committee and comprehensive plans and other studies.
- 5.1.2 Compile data on local employment, wages, (output and value-added) and fiscal impacts (for state, county and municipal government revenues and expenditures), broken out by year of impact, for the most likely, higher and lower growth scenarios. **(RFP Task 5.1).**
- 5.1.3 Provide a report explaining the economic forces driving current and future changes in sources of revenue and expenditure and projecting likely changes in governments' ability to continue to meet service demands in the face of these forces. It will include a review of best practices for coping with the changing fiscal environment. **(RFP Tasks 5.2, 5.3, 5.4).**
- 5.1.4 Identify existing gaps in the local supply chain and identify human capital, physical infrastructure or other elements necessary to productively fill those gaps. **(RFP Task 5.5).**
- 5.1.5 Identify areas for critical resources / materials (such as fuel, ports, aggregate).
- 5.1.6 Identify and evaluate Enhanced Use Leasing (EUL) opportunities. (added at request of Client).
- 5.1.7 Identify immediate, short-term needs list of priority actions where additional investments are needed to alleviate near-term issues in preparation for receiving BRAC growth.

Deliverables

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- 5.1.8 BRAC Growth Areas and Issues Map Atlas Administrative Draft. Prepare and provide QA / QC of the economics section of the BRAC Growth Areas and Issues Map Atlas Administrative Draft. Provide to Okaloosa County Growth Project Coordinator (client) for review.
- 5.1.9 BRAC Growth Areas and Issues Map Atlas Final. Incorporate government comments from the administrative draft and conduct QA / QC of the economic section of the BRAC Growth Areas and Issues Map Atlas Final.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 502: Alternatives Feasibility Analysis

- 5.2.1 Analyze economic and demographic conditions and their impact on future growth for the three-county area.
- 5.2.2 Assess strategies for economic development.
- 5.2.3 Provide recommendations to leverage assets to promote economic growth.
- 5.2.4 Develop strategies to work with existing partners.
- 5.2.5 Develop strategies to help transitioning military men and women entering the private sector workplace.
- 5.2.6 Assess the OEA Economic Diversification Program 2-Volume Final Report, along with an updated discussion of risks associated with those recommended strategies.
- 5.2.7 Incorporate recommendations from the Eglin JLUS and EIS.

Deliverables

- 5.2.8 Economy Alternatives Feasibility Analysis Technical Memoranda. Prepare and conduct QA / QC of the Economy Alternatives Feasibility Analysis Technical Memoranda.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 503: Draft Growth Management Plan (Preferred Plan and Implementation Feasibility Analysis)

- 5.3.1 Evaluate economic and demographic conditions and trends **(RFP Task 5.1)**
- 5.3.2 Evaluate fiscal impacts as a result of the BRAC actions **(RFP Task 5.2).**
- 5.3.3 Determine if current practices can ensure long-term financial stability and sustainability of local governmental units and provide recommendations to ensure financial stability **(RFP Task 5.3).**
- 5.3.4 Identify opportunities to expand economic activity **(RFP Task 5.4).**
- 5.3.5 Recommend strategies and projects that promote economic development and job creation **(RFP Task 5.5).**

- 5.3.6 Coordinate with Eglin, state and local employment organizations, to identify training programs that may be required by spouses of incoming personnel **(RFP Task 5.6)**.
- 5.3.7 Recommend strategies to aid in the retention of separating military talent as well as military spouse employment, but do not duplicate actions of DoL WIB **(RFP Task 5.7)**.
- 5.3.8 Review the Economic Diversification Plans completed for each county, funded by OEA in advance of BRAC, for possible measures to assist in this area **(RFP Task 5.8)**.
- 5.3.9 Identify and /or recommend best means of matching jobs with existing labor pool in consultation with the local Workforce Development Board **(RFP Task 5.9)**.

Deliverables

- 5.3.10 Growth Management Plan Administrative Draft - Prepare and conduct QA / QC of the economy section of the Growth Management Plan Administrative Draft.

The administrative draft of the Growth Management Plan will be prepared for review and comment by the Client Project Manager and the Executive Committee. The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 504: Growth Management Plan

- 5.4.1 An analysis of the economic and fiscal impacts of the BRAC influx **(RFP Expected Outcome 5.1.1)**.
- 5.4.2 Identification of job opportunities, strategies to create new jobs, and training requirements and resources to help assist spouses in obtaining employment **(RFP Expected Outcome 5.1.2)**.
- 5.4.3 Develop strategies and work with existing partners to address economic opportunities and concerns **(RFP Expected Outcome 5.1.3)**.
- 5.4.4 Develop strategies to help transitioning military personnel entering the private sector workplace **(RFP Expected Outcome 5.1.4)**.

Deliverables

- 5.4.5 Growth Management Plan Final - Incorporate government comments from the administrative draft and conduct QA / QC of the economy section of the Final Growth Management Plan

Provide a proof set for final approval. The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Assumptions

- Completion of this Task Series will require input from the completed Joint Land Use Study, and the completed Environmental Impact Statements. However, initial data collection and processing may occur in parallel with completion of these decision documents.
- No original data collection is included in this scope of work. Data will be obtained from existing sources and studies or as provided by the client.
- Government-supplied data, such as GIS shape files, is in a format readily usable and does not require georectification or extensive processing. Such tasks can be accommodated, but are not within the existing scope and schedule.

TASK SERIES 600 PUBLIC SAFETY and EMERGENCY SERVICES

The task element will assess existing conditions and focus on public safety and emergency service solutions to accommodate the BRAC growth. Additional recommendations beyond the immediate need to accommodate BRAC growth may be made for future study.

As with each of the task Element areas, analysis of public safety and emergency services will focus on the growth centers. However, as many of the public safety services are provided at the county-level, some analysis will occur at the county level. As specific growth centers are identified, if those areas are primarily served by a specific municipality, the public safety services of those areas will likewise receive a greater degree of analysis.

Available data shall be compiled and evaluated to avoid duplication of effort. Existing data shall be evaluated to determine if additional data are required for regional consideration. If additional data are required, such data gathering shall be completed in consultation with the Project Manager to determine potential for cost and schedule impacts.

Recommendations regarding new and/or modified public safety needs will be based on American Planning Association (APA) policy guidance; integrating closely with the Task Series on Land Use, and Housing; and considering public input.

The focus of this work is only to reach to reach the near-term goal of accommodating BRAC growth and only BRAC growth.

Task 601: Assessment of Existing Conditions

- 6.1.1 Compile existing and available data building from the data already assembled by the Eglin installation Growth Committee and comprehensive plans and other studies.
- 6.1.2 Assess Public Safety and Emergency Services (Fire, Police, Jails, Ambulance, and Emergency Management) capacity to handle increasing military growth. **(RFP Task 6.1)**
- 6.1.3 Assess the ability of the different public safety and emergency service providers in the region to meet the expected increase in demand; identification of current and future deficiencies; recommendation of required improvements and the action steps needed to successfully implement the required improvements. **(RFP Task 6.2).**
- 6.1.4 Assess existing modes of regional coordination of services among jurisdictions and service areas in the region.
- 6.1.5 Assess information on each providers criteria for determining levels of service provided (e.g., for policy, number of sworn personnel / 1,000 population)
- 6.1.6 Document existing facilities and future plans for expansion
- 6.1.7 Evaluate existing manpower by type (e.g., sworn vs. non-sworn police personnel) and the ability to fill open positions (i.e., recruitment challenges)

600 PUBLIC SAFETY AND EMERGENCY SERVICES

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- 6.1.8 Evaluate the impacts of population/development changes on each agency's ability to respond
- 6.1.9 Identify areas for critical resources / materials (such as fuel, ports, aggregate)
- 6.1.10 Identify and evaluate Enhanced Use Leasing (EUL) opportunities.
- 6.1.11 Identify immediate, short-term needs list of priority actions where additional investments are needed to alleviate near-term issues in preparation for receiving BRAC growth.

Deliverables

- 6.1.12 BRAC Growth Areas and Issues Map Atlas Administrative Draft. Prepare and provide QA / QC of the safety section of the BRAC Growth Areas and Issues Map Atlas Administrative Draft. Provide to Okaloosa County Growth Project Coordinator (client) for review.
- 6.1.13 BRAC Growth Areas and Issues Map Atlas Final. Incorporate government comments from the administrative draft and conduct QA / QC of the safety section of the BRAC Growth Areas and Issues Map Atlas Final.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 602: Alternatives Feasibility Analysis

- 6.2.1 Identify additional demands placed on public safety and emergency services with recommendations as how to best meet those needs and funding options which should be explored.
- 6.2.2 Develop recommendations and alternatives for regional coordination between jurisdictions and service areas. Examine possible funding sources.
- 6.2.3 Make recommendations of required improvements for the ability of the different public safety and emergency service providers in the region to meet the expected increase in demand.
- 6.2.4** Address the adequacy (water availability and pressure, transportation network, etc.) to support the public safety requirements. **(RFP Task 6.4)**
- 6.2.5 Integrate information and recommendations from the housing element and land use as to where the projected growth will take place, so as to identify the specific jurisdictions and assess the new demands and impacts on: Fire (including ambulance service), Police, Correctional Facilities, and Emergency Management. This assessment will provide: requirements needed for future service levels, identify additional demands placed on each service by future military and civilian population growth and identify adequacy levels and specific deficiencies in coverage by location. The alternatives will provide recommendations to address deficiencies in future service coverage and infrastructure impacts and constraints.
- 6.2.6 Identify potential efficiencies and cost effective organizational, functional or resource opportunities for region, county, and local agencies/entities for interagency cooperation. Identify possible funding/ grant sources to implement recommendations.

600 PUBLIC SAFETY AND EMERGENCY SERVICES

Deliverables

- 6.2.7 Safety Alternatives Feasibility Analysis Technical Memoranda. Prepare and conduct QA / QC of the safety Alternatives Feasibility Analysis Technical Memoranda.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 603: Draft Growth Management Plan (Preferred Plan and Implementation Feasibility Analysis)

- 6.3.1 Identify additional demands placed on public safety and emergency services with recommendations as how to best meet those needs and funding options which should be explored.
- 6.3.2 Develop recommendations and alternatives for regional coordination between jurisdictions and service areas. Examine possible funding sources. (**RFP Task 6.3**)
- 6.3.3 Incorporate recommendations from the Eglin JLUS and EIS.

Deliverables

- 6.3.4 Growth Management Plan Administrative Draft - Prepare and conduct QA / QC of the safety section of the Growth Management Plan Administrative Draft.

The administrative draft of the Growth Management Plan will be prepared for review and comment by the Client Project Manager and the Executive Committee. The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 604: Growth Management Plan

- 6.4.1 Identify additional demands placed on public safety and emergency services with recommendations as how to best meet those needs and funding options which should be explored. (**RFP Expected Outcome 6.1.1**)
- 6.4.2 Develop recommendations and alternatives for regional coordination between jurisdictions and service areas. Examine possible funding sources. (**RFP Expected Outcome 6.1.2**).

Deliverables

- 6.4.3 Growth Management Plan Final - Incorporate government comments from the administrative draft and conduct QA / QC of the safety section of the Final Growth Management Plan

Provide a proof set for final review. The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Assumptions

- Completion of the safety Task Series will require input from the completed Joint Land Use Study, and the completed Environmental Impact Statements. However, initial data collection and processing may occur in parallel with completion of these decision documents.

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- No original data collection is included in this scope of work. Data will be obtained from existing sources and studies or as provided by the client.
- Government-supplied data, such as GIS shape files, is in a format readily usable and does not require georectification or extensive processing. Such tasks can be accommodated, but are not within the existing scope and schedule.

TASK SERIES 700

HEALTH and SOCIAL SERVICES

The purpose of this task is to assess health and social service impacts of the BRAC influx. Additional recommendations beyond the immediate need to accommodate BRAC growth may be made for future study.

Given the on-going war and the associated BRAC mission additions at Eglin, this region will see an increasing level of injuries and conditions beyond our traditional capability. This evaluation will determine capacity of existing military facilities, and what additional facilities that will need to be provided by the civilian sector.

The focus of this work is only to reach to reach the near-term goal of accommodating BRAC growth and only BRAC growth.

As requested, this scope of work is expanded to include a look at the five-county area to include Escambia and Bay Counties for military health care / social service facilities. The original three-county area will be assessed for civilian health care / social service facilities.

Because the Health Impact Assessment (HIA) methodology has not been employed on a regional scale in this area and existing data sources have not yet been compiled, this scope of work will include a more substantial data collection process as compared to the other task elements. Following is a synopsis of the Health Impact Assessment (HIA) methodology to be employed by this task.

The HIA will assess the impact of anticipated changes in the population through 2015 on the health and social systems in the study area based on BRAC growth. The consultant will rely on public use data from sources as the Florida Agency for Health Care Administration and the Florida Department of Children and Families, proprietary and subscription or licensed data. Sources will also include data compiled and integrated from key informant interviews and other qualitative research methods. This proposal assumes availability of data from the DoD, military bases, county governments, and affected BRAC growth communities. The current utilization of health and social services by affected military personnel and family members will be of particular importance. The methodology follows the following basic steps:

- Review existing policy
- Profile existing services
- Compile additional input
- Develop use estimates
- Identify affected areas and delivery components
- Determine service deficits
- Develop plan for adequate provision of services.

This HIA process will provide the analysis required by the RFP. However, the HIA process is more detailed than anticipated by the RFP, and will ensure a thorough and complete analysis of the regional needs which is currently not well-understood. As such, this task will require a greater proportional degree of funding than some of the other task elements to be evaluated.

Task 701: Assessment of Existing Conditions Atlas

7.1.1 Compile existing and available data building from the data already assembled by the Eglin Installation Growth Committee and comprehensive plans and other studies.

7.1.2 Conduct an analysis of jurisdictional policies (state, county, and community) that may influence access to and availability and quality of health and social services. Areas to be considered may include regulatory influences, oversight review, and funding. The purpose of the Policy Analysis is threefold:

- to determine the existence and extent of potential regulatory barriers to implementing recommendations contained in the Growth Management Plan
- to determine the existence and extent of barriers that may limit access to care; and
- to identify strengths and weaknesses in current policies governing the quality, distribution, and availability of health and social services.

7.1.3 Profile military community. The contractor will develop a current data base on Military medical processes and needs by: reviewing current Military medical delivery programs, interviewing Hospital Managers at Eglin AFB, Duke Field, and Hurlburt Field. The contractor will also develop a list of key points of contact at each military agency/ location listed. These data will be assembled for the five-county area extending from and including Escambia County, Florida to Bay County, Florida.

7.1.4 Profile affected communities. Communities will be defined in a general sense as both military and civilian populations and the political subdivisions contained within the study area. Develop a profile of the communities likely to be affected by the project that will be compiled using available socio-demographic data, public use files, and health data. The profile will also include an assessment of the nature and characteristics of at risk groups whose health and well-being could be enhanced or placed at further risk. Military family members and vulnerable and disadvantaged groups, including the elderly, will receive special consideration.

7.1.5 Profile affected systems. System components will include health services and facilities as well as social and mental health services encompassing military, public, voluntary, and private organizations within the study area. We will develop a systems profile that will include an assessment of existing services and facilities available in the study area. The profile will be compiled using available public use data, data from state licensing and credentialing agencies, and data from local communities. Facilities and services contained in the profile may include, but will not necessarily be limited to, the following:

7.1.6 Short-term acute care hospitals (federal and non-federal)

- Inpatient services
- Outpatient services
- Emergency services
- Specialized care

7.1.7 Specialized hospitals

- Rehabilitation hospitals
- Psychiatric and substance abuse hospitals

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- Inpatient and outpatient surgical hospitals
- Long-term acute care hospitals

7.1.8 Specialty outpatient facilities

- Rehabilitation and physical therapy
- End stage renal dialysis
- Radiation therapy

7.1.9 Diagnostic imaging facilities;

7.1.10 Mental health and substance abuse counseling centers;

7.1.11 Child care / service centers;

7.1.12 Family safety and protection services; counseling (abuse and neglect, marriage, grief, parenting, etc.), WIC enrollment, Employment counseling;

7.1.13 State and federally qualified public health clinics; and

7.1.14 Military and VA-affiliated clinics and facilities.

7.1.15 Identify areas for critical resources / facilities

7.1.16 Identify and evaluate Enhanced Use Leasing (EUL) opportunities.

7.1.17 Identify immediate, short-term needs list of priority actions where additional investments are needed to alleviate near-term issues in preparation for receiving BRAC growth.

Deliverables

7.1.18 BRAC Growth Areas and Issues Map Atlas Administrative Draft. Prepare and provide QA / QC of the health and social services section of the BRAC Growth Areas and Issues Map Atlas Administrative Draft. Provide to Okaloosa County Growth Project Coordinator (client) for review.

7.1.19 BRAC Growth Areas and Issues Map Atlas Final. Incorporate government comments from the administrative draft and conduct QA / QC of the health and social services section of the BRAC Growth Areas and Issues Map Atlas Final.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 702: Alternatives Feasibility Analysis

7.2.1 Provide jurisdictional recommendations to ensure the population has adequate access to both health and social services through 2015. The recommended actions will be prioritized by discipline and degree of risk. The action plan will also include recommended means and methods of verifying outcomes.

7.2.2 Recommend prioritized steps for coordination between cities, counties, and the military to meet health care and social services demands of the growth. **(RFP Task 7.3)**

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- 7.2.3 The contractors will analyze the regional health care delivery system and identify potential interagency coordination options that might interface with the military medical delivery system. These options will be outlined in the Alternative technical Memoranda.
- 7.2.4 Identify positive and negative aspects of anticipated population growth and changes on specified health and social service determinants.
- 7.2.5 Incorporate recommendations from the Eglin JLUS and EIS.

Deliverables

- 7.2.6 Health and Social Services Alternatives Feasibility Analysis Technical Memoranda. Prepare and conduct QA / QC of the health and social services Alternatives Feasibility Analysis Technical Memoranda.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 703: Draft Growth Management Plan (Preferred Plan and Implementation Feasibility Analysis)

- 7.3.1 Provide jurisdictional recommendations to ensure the population has adequate access to both health and social services through 2015. The recommended actions will be prioritized by discipline and degree of risk. The action plan will also include recommended means and methods of verifying outcomes.
- 7.3.2 Recommend prioritized steps for coordination between cities, counties, and the military to meet health care demands of the growth. **(RFP Task 7.3)**
- 7.3.3 Incorporate recommendations from the Eglin JLUS and EIS.

Deliverables

- 7.4.1 Growth Management Plan Administrative Draft - Prepare and conduct QA / QC of the health care section of the Growth Management Plan Administrative Draft.

The administrative draft of the Growth Management Plan will be prepared for review and comment by the Client Project Manager and the Executive Committee. The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 704: Growth Management Plan

- 7.4.1 Identification and analysis of shortages of Health and Social Services facilities and individuals needed to meet the demand of the BRAC growth; prioritized steps that need to be taken to resolve those deficiencies; and funding options. **(RFP Task 7.2)**
- 7.4.2 Recommend prioritized steps for coordination between cities, counties, and the military to meet health care demands of the growth. **(Expected Outcomes RFP Task 7.1.2)**
- 7.4.3 Identify opportunities for employment of family members. (Note: this expected outcome **(RFP Task 7.1.3)** is to be completed as part of the Economic Development task).

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Deliverables

- 7.4.4 Growth Management Plan Final - Incorporate government comments from the administrative draft and conduct QA / QC of the health care section of the Final Growth Management Plan

Provide a proof set for final approval. The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Assumptions

- Government-supplied data, such as GIS shape files, is in a format readily usable and does not require georectification or extensive processing. Such tasks can be accommodated, but are not within the existing scope and schedule.
- No original data collection is included in this scope of work. Data will be obtained from existing sources and studies or as provided by the client.
- The Team will request access to public data, proprietary and subscription or licensed data, as well as various qualitative research methods. The proposal assumes availability of machine readable and useable data for population demographics, use of health services and facilities and social services (without critical identifiers) and at no cost from the DoD, Eglin AFB, state government, county governments, and affected communities. The current utilization of health and social services by affected military personnel and family members will be of particular importance. Although this task element can be implemented without data from affected military personnel, detail and specificity will be improved if the data are made available.
- The Health Impact Assessment (HIA) process requires broad participation if a comprehensive picture of potential health and social service impacts is to be established. The cooperation and expertise of a wide range of stakeholders (people who are involved in the project or will be directly affected by it) and key informants (people whose roles result in them having knowledge or information of relevance to the project and its outcomes) will be needed. Public participation throughout the project is essential to ensure that local concerns are addressed. Participation by those members of the military and their families that are directly affected by the BRAC realignment is essential to ensure that current needs are addressed.
- The Health Impact Assessment (HIA) methodology will, where applicable, employ methods and practices recommended Mersey Guidelines for Health Impact Analysis, as published by the International Health Impact Assessment (IMPACT) Consortium.

TASK SERIES 800

EDUCATION

The purpose of this task will determine educational needs are met in the BRAC Growth Study Area. The consultants will coordinate with the three county School Districts plus numerous private schools to complete this task. In addition, close coordination will also occur among developers, local business and industry, Eglin AFB, the local Workforce Development Board and these school districts to ensure all educational needs are met in the Study Area.

The primary focus of this task element is post-secondary educational needs for military member and spouse training/retraining. Though the K-12 system appears to have sufficient facilities either in place or programmed to accommodate BRAC growth, an evaluation of the K-12 system will be provided to assess adequacy of current and future curriculum supporting military children in the local school systems and initiatives such as the Okaloosa County CHOICE institutes.

The task element will assess existing conditions and focus on educational needs to accommodate the BRAC growth. Additional recommendations beyond the immediate need to accommodate BRAC growth may be made for future study.

Available data shall be compiled and evaluated to avoid duplication of effort. If additional data are required, such data gathering shall be completed in consultation with the Project Manager to determine potential for cost and schedule impacts.

Recommendations regarding the educational system will be based on American Planning Association (APA) policy guidance; integrating closely with the Task Series on Economy / Economic Development, and considering public input.

The focus of this work is only to reach to reach the near-term goal of accommodating BRAC growth and only BRAC growth.

Task 801: Assessment of Existing Conditions Atlas

- 8.1.1 Compile and assess existing and available data building from the data already assembled by the Eglin installation Growth Committee, Comprehensive Plans, public facilities element of Santa Rosa, Okaloosa, and Walton Counties, school districts, and educational providers including the Okaloosa – Walton College (OWC), the University of West Florida (UWF), the University of Florida (UWF), and the Research, Engineering and Education Facility (REEF). **(RFP Tasks, 8.1 and 8.9).**
- 8.1.2 Assess education / school district capital investment plans currently established to current projected demand.
- 8.1.3 Assess military issues and requirements related to education of military personnel associated with BRAC growth (new K-12 students with emphasis on post-secondary education such as continuing education, and transition assistance). **(RFP Task 8.2).**
- 8.1.4 Assess current school expansion plans / staffing initiatives and areas for expansion and potential land / locations for new schools within or servicing BRAC growth areas.
- 8.1.5 Identify additional requirements in terms of facilities, services and operations to meet the needs of the incoming personnel and their families **(RFP Task 8.3).**

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- 8.1.6 Identify potential teacher shortages especially for any considered hard-to-fill positions **(RFP Task 8.5)**.
- 8.1.7 Identify and assess state educational policies such as funding based on “count days” to determine if state policies support the needs of growth impacted schools and what changes, if any, many be needed **(RFP Task 8.6)**.
- 8.1.8 Identify if BRAC growth presents new opportunities or challenges that were unavailable before the BRAC growth arrived and opportunities for different schools and levels of schools to work together. **(RFP Task 8.7)**.
- 8.1.9 Identify and evaluate Enhanced Use Leasing (EUL) opportunities.
- 8.1.10 Identify immediate, short-term needs list of priority actions where additional investments are needed to alleviate near-term issues in preparation for receiving BRAC growth.

Deliverables

- 8.1.11 BRAC Growth Areas and Issues Map Atlas Administrative Draft. Prepare and provide QA / QC of the land use section of the BRAC Growth Areas and Issues Map Atlas Administrative Draft. Provide to Okaloosa County Growth Project Coordinator (client) for review.
- 8.1.12 BRAC Growth Areas and Issues Map Atlas Final. Incorporate government comments from the administrative draft and conduct QA / QC of the education section of the BRAC Growth Areas and Issues Map Atlas Final.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 802: Alternatives Feasibility Analysis

- 8.2.1 Develop and analyze feasibility of three (3) education alternatives that address the educational needs of the three land use alternatives. These alternatives will include but not be limited to:
 - Identification of areas where changes in zoning, density or the inclusion of mixed-use development may be used to provide educational facilities and the rationale why these areas are recommended.
 - Creation of feasibility analysis criteria that will be used to evaluate the pros and cons of each land use alternative in regards to education
 - Assessment of the impact of concurrency issues related to traffic and other government required services on for each education alternative.
 - Evaluate the ability of individual schools impacted by BRAC growth to address new enrollment loads based on projected locations of residential growth identified in the three land use alternatives
- 8.2.2 Incorporate recommendations from the Eglin JLUS and EIS.
- 8.2.3 Describe the growth impacts to facets of providing required educational programs.

8.2.4 Review current policies and funding avenues for education / school districts.

8.2.5 Determine the opportunities and constraints for education expansion development (location, capacity, school type, and cost implications)

8.2.6 Provide potential funding options.

Deliverables

8.2.7 Education Alternatives Feasibility Analysis Technical Memoranda. Prepare and conduct QA / QC of the Education Alternatives Feasibility Analysis Technical Memoranda.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 803: Draft Growth Management Plan (Preferred Plan and Implementation Feasibility Analysis)

8.3.1 Develop the preferred plan and recommend implementation actions required to execute and fund the plan. The goal of the education preferred plan is to recommend changes to land use designations that will provide adequate areas for educational opportunities where BRAC growth is recommended. The Education Preferred Plan Feasibility Analysis will assess, but not be limited to:

- Recommendations to implement smart growth concepts for education.
- Options and possible incentives available to developers to partner with the school districts to address concurrency.
- Recommendations for interim transition strategies that may be required to meet additional needs until permanent solutions are in place.**(RFP Task 8.8)**
- Recommended prioritized steps to address deficiencies; funding options.
- Strategies to improved cooperation and working relationship among the schools and the Military.
- Identification of educational jobs that may be required to support the increased requirements of local schools. **(Expected Outcomes RFP 8.1.3)**
- Strategies to increase participation in education-related issues with other BRAC impacted communities. **(Expected Outcomes RFP 8.1.4)**
- Strategies to assist school districts in meeting demands.

8.3.2 Incorporate recommendations from the Eglin JLUS and EIS.

8.3.3 Conduct integration of jobs, staffing, and economic analysis.

8.3.4 Determine the opportunities and constraints for education expansion development (location, capacity, school type, and cost implications)

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- 8.3.5 Develop options and possible incentives available to developers to partner with the school districts to address concurrency.
- 8.3.6 Develop recommendations for interim transition strategies that may be required to meet additional needs until permanent solutions are in place **(RFP Task 8.8)**
- 8.3.7 Develop recommended prioritized steps to address deficiencies; funding options to help expected needs and meet the preferred plan **(RFP Tasks 8.1 and 8.4)**
- 8.3.8 Assess strategies to improved cooperation and working relationship among the schools and the Military **(RFP Outcome 8.1.2).**
- 8.3.9 Provide identification of educational jobs that may be required to support the increased requirements of local schools **(RFP Outcome 8.1.3).**
- 8.3.10 Assess strategies to increase participation in education-related issues with other BRAC impacted communities **(RFP Outcome 8.1.4).**
- 8.3.11 Develop strategies to assist school districts in meeting demands.

Deliverables

- 8.3.12 Growth Management Plan Administrative Draft - Prepare and conduct QA / QC of the education section of the Growth Management Plan Administrative Draft.

The administrative draft of the Growth Management Plan will be prepared for review and comment by the Client Project Manager and the Executive Committee. The Consultants will provide one (1) original, five (5) bound documents, and five (5) electronic versions on CD.

Task 804: Growth Management Plan

- 8.4.1 Using existing information, examine schools in the study area to meet the demands of the incoming growth, prioritized steps to address deficiencies, and funding options, with emphasis on post-secondary educational needs. **(RFP Expected Outcome 8.1.1).**
- 8.4.2 Develop recommendations for improved cooperation and working relationship among the schools and the military **(RFP Expected Outcome 8.1.2).**
- 8.4.3 Identify educational jobs that may be required to support the increased requirements of local schools **(RFP Expected Outcome 8.1.3).**
- 8.4.4 Identify opportunities for increased participation in education-related issues with other BRAC-impacted communities **(RFP Expected Outcome 8.1.4).**

Deliverables

- 8.4.5 Growth Management Plan Final - Incorporate government comments from the administrative draft and conduct QA / QC of the education section of the Final Growth Management Plan

Provide a proof set for final approval. The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Assumptions

- Completion of the education Task Series will require input from the completed Joint Land Use Study, and the completed Environmental Impact Statements. However, initial data collection and processing may occur in parallel with completion of these decision documents.
- No original data collection is included in this scope of work. Data will be obtained from existing sources and studies or as provided by the client.
- Government-supplied data, such as GIS shape files, is in a format readily usable and does not require georectification or extensive processing. Such tasks can be accommodated, but are not within the existing scope and schedule.

TASK SERIES 900 QUALITY of LIFE

The purpose of this task is to assess impacts to quality of life due to the BRAC influx. Additional recommendations beyond the immediate need to accommodate BRAC growth may be made for future study.

Available data shall be compiled and evaluated to avoid duplication of effort. If additional data are required, such data gathering shall be completed in consultation with the Project Manager to determine potential for cost and schedule impacts.

Recommendations will be based on American Planning Association (APA) policy guidance; integrating closely with the other project Task Series; and considering public input.

The focus of this work is only to reach to reach the near-term goal of accommodating BRAC growth and only BRAC growth.

Task 901: Assessment of Existing Conditions Atlas

9.1.1 Assess existing and available data building from the data already assembled by the Eglin installation Growth Committee and comprehensive plans.

9.1.2 Assess data on military Morale Welfare and Recreation (MWR) assets, functions, and recreation areas that are operated, and managed by the military (Eglin, Duke, Hurlburt, and the Army) on the Eglin Reservation. The contractor will interview with military MWR organizations staffs (Eglin, Duke, Hurlburt, and the Army) for insight into their specific requirements, and desires. The contractor will review the services current MWR Needs Assessment Reports. The contractor will review current master plans and capital investment plans for MWR at installations. (Eglin, Duke, and Hurlburt). This body of data and information will be summarized into the Baseline Assessment Technical Report. (**RFP Task 9.2**)

9.1.3 Assess and develop projected additional demands/ requirements based on projected military populations. The assessment will address current short falls and where there is or will be a dependence on local community support for current and future military populations. This analysis will provide: (**RFP Task 9.2**)

- Requirements and strategies
- Recreation type mix, and locations
- Unique characteristic of MWR requirements for military
- Identification of peak capacity, potential capacity areas/ options
- Major constraints or cost restrictions that can limit capacity of MWR services and recreation areas
- Key services and functions totally provided by local communities

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- Potential locations for expanded or new recreation areas
- Review areas for potential joint use and operation with communities
- Determine the opportunities and constraints for any proposed new recreation areas.

The analysis will be documented in the Alternative Technical Memoranda.

9.1.4 Using the existing Parks Master Plan for Okaloosa County, and the Park and Recreation / Open Space elements of the other Comprehensive Plans, assess Quality of Life assets in consideration for the anticipated military growth. Quality of life amenities will only be evaluated for the identified growth communities. This study is not a comprehensive three-county survey of all amenities. The following assets will be evaluated:

- 9.1.4.1 Libraries
- 9.1.4.2 Cultural facilities (historical, performing arts, museums)
- 9.1.4.3 Passive parks
- 9.1.4.4 Active parks
- 9.1.4.5 Hiking trails
- 9.1.4.6 Canoe trails
- 9.1.4.7 Hunting areas
- 9.1.4.8 Campgrounds
- 9.1.4.9 Firing ranges
- 9.1.4.10 Public access beaches
- 9.1.4.11 Boat launch facilities
- 9.1.4.12 Military Beach Access needs (Vision 2015 Plan)

9.1.5 Coordinate with the installation to determine what services and facilities are provided on base and what services and facilities are required off base, including those recreational facilities and resources on-base which are anticipated to be closed or otherwise removed from public use as a result of the BRAC action and mission growth. (**RFP Task 9.2**)

9.1.6 Assess the ability of the Cities and Counties in the Study Area to meet the demands of incoming growth, in regard to Quality of Life; prioritized steps to address deficiencies; identify funding options. (**Expected Outcomes RFP 9.1.1**)

9.1.7 Identify and evaluate Enhanced Use Leasing (EUL) opportunities.

9.1.8 Identify immediate, short-term needs list of priority actions where additional investments are needed to alleviate near-term issues in preparation for receiving BRAC growth.

Deliverables

9.1.9 BRAC Growth Areas and Issues Map Atlas Administrative Draft. Prepare and provide QA / QC of the quality of life section of the BRAC Growth Areas and Issues Map Atlas Administrative Draft. Provide to Okaloosa County Growth Project Coordinator (client) for review.

9.1.10 BRAC Growth Areas and Issues Map Atlas Final. Incorporate government comments from the administrative draft and conduct QA / QC of the quality of life section of the BRAC Growth Areas and Issues Map Atlas Final.

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The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 902: Alternatives Feasibility Analysis

- 9.2.1 Develop strategies designed to ensure that actions taken to accommodate the growth at Eglin AFB do not negatively impact the quality of life for area residents. **(RFP Task 9.5)**
- 9.2.2 Identify potential locations in the Study Area for new recommended Libraries, Cultural facilities/sites, Museums, Parks and Recreation facilities, and Parks/Open Space, or any additional recommended facility. **(RFP Task 9.6)**
- 9.2.3 Outline strategies to resolve identified shortfalls and project implementation costs and identify possible funding sources. **(RFP Task 9.7)**
- 9.2.4 Identify opportunities for partnerships between Eglin AFB, Cities, Counties, Schools and other agencies/entities. **(Expected Outcomes Task 9.1.2)**
- 9.2.5 Develop strategies designed to ensure the Quality of Life for area residents is not adversely impacted by the Eglin AFB growth. **(Expected Outcomes Task 9.1.3)**
- 9.2.6 Identify potential locations of new required facilities/sites including trail facilities. **(Expected Outcomes Task 9.1.4)**
- 9.2.7 Incorporate recommendations from the Eglin JLUS and EIS.

Deliverables

- 9.2.8 Housing Alternatives Feasibility Analysis Technical Memoranda. Prepare and conduct QA / QC of the quality of life Alternatives Feasibility Analysis Technical Memoranda.

The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 903: Draft Growth Management Plan (Preferred Plan and Implementation Feasibility Analysis)

- 9.3.1 Develop strategies designed to ensure that actions taken to accommodate the growth at Eglin AFB do not negatively impact the quality of life for area residents. **(Expected Outcomes Task 9.1.3)**
- 9.3.2 Identify potential locations in the Study Area for new recommended Libraries, Cultural facilities/sites, Museums, Parks and Recreation facilities, and Parks/Open Space, or any additional recommended facility. **(RFP Task 9.6)**
- 9.3.3 Outline strategies to resolve identified shortfalls and project implementation costs and identify possible funding sources.
- 9.3.4 Identify opportunities for partnerships between Eglin AFB, Cities, Counties, Schools and other agencies/entities. **(Expected Outcomes Task 9.1.2)**
- 9.3.5 Develop strategies designed to ensure the Quality of Life for area residents is not adversely impacted by the Eglin AFB growth. **(Expected Outcomes Task 9.1.3)**

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- 9.3.6 Recommend potential locations of new required facilities/sites including trail facilities. (**Expected Outcomes Task 9.1.4**)
- 9.3.7 Incorporate recommendations from the Eglin JLUS and EIS.

Deliverables

- 9.3.8 Growth Management Plan Administrative Draft - Prepare and conduct QA / QC of the quality of life section of the Growth Management Plan Administrative Draft.

The administrative draft of the Growth Management Plan will be prepared for review and comment by the Client Project Manager and the Executive Committee. The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Task 904: Growth Management Plan

- 9.4.1 Assess the ability of the cities and counties in the study area to meet the demands of incoming growth in regard to quality of life, identifying prioritized steps and funding sources. (**Expected Outcomes Task 9.1.1**)
- 9.4.2 Identify opportunities for partnerships between Eglin, cities, counties, schools, and other agencies / entities. (**Expected Outcomes Task 9.1.2**)
- 9.4.3 Develop strategies designed to ensure Quality of Life for area residents is not adversely impacted by the Eglin growth (**Expected Outcomes Task 9.1.3**)
- 9.4.4 Identify potential locations for new facilities / sites. (**Expected Outcomes Task 9.1.4**)
- 9.4.5 Identify locations for hike / bike trail systems. (**Expected Outcomes Task 9.1.5**)

Deliverables

- 9.4.6 Growth Management Plan Final - Incorporate government comments from the administrative draft and conduct QA / QC of the quality of life section of the Final Growth Management Plan

Provide a proof set for final approval. The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

Assumptions

- Completion of the quality of life Task Series will require input from the completed Joint Land Use Study, and the completed Environmental Impact Statements. However, initial data collection and processing may occur in parallel with completion of these decision documents.
- No original data collection is included in this scope of work. Data will be obtained from existing sources and studies or as provided by the client.
- Government-supplied data, such as GIS shape files, is in a format readily usable and does not require georectification or extensive processing. Such tasks can be accommodated, but are not within the existing scope and schedule.

TASK SERIES 1000 PUBLIC OUTREACH

The purpose of this task is provide for public outreach / involvement in the process of developing the Growth Management Plan. The core of the public involvement will be the Technical Advisory Group meetings, which will be noticed, public meetings. A focused workshop will be conducted at the project mid-point and just before release of the draft final report to afford reasonable opportunity to the public to interact with multiple aspects of the project to provide the Project Team with a benchmark to ascertain if any salient issues have been overlooked.

The consultant team will conduct technical advisory group meetings with each sub-committee over a two- to three-day period to allow efficient interaction with Team and Advisory Committee members. The consultant will coordinate these meetings.

Task 1001: Eglin Installation Growth Committee Subcommittees (Technical Advisory Group)

10.1.1 Provide public notice to the County of Technical Advisory Group meetings so that the County can publish the Public Notice.

10.1.2 Provide materials and handouts for meetings.

10.1.3 Prepare for and conduct meeting.

Deliverables

10.1.4 Memo to file documenting the completed meetings.

Task 1002: Public Meetings

10.2.1 Prepare and conduct one public kickoff meeting to include representatives from the EIGC, all sub-committees, and county representatives.

10.2.2 Provide press release and media packages to the County for proper noticing.

Deliverables

10.2.3 Memo to file documenting the completed meetings.

Task 1003: Workshops

10.3.1 Provide two one and ½ day workshops (Friday / Saturday).

10.3.2 Provide press release and media packages to the County for proper noticing.

Deliverables

10.3.3 Provide a workshop report documenting the results.

Task 1004: Board of County Commissioners Updates

10.4.1 Prepare for and present at up to 12 Board of County Commissioner meetings as requested providing status updates on the Growth Management Plan Process.

10.4.2 Provide requested materials and handouts.

1000 PUBLIC OUTREACH

Deliverables

10.4.3 Memo to file documenting the completed meetings.

Task 1005: Board of County Commissioners Hearings

10.5.1 Prepare for and present at up to three (3) Board of County Commissioner public hearings as requested providing status updates on the Growth Management Plan Process.

10.5.2 Provide requested materials and handouts.

Deliverables

10.5.3 Memo to file documenting the completed meetings.

Task 1006: Internet

10.6.1 Provide monthly updates to the Okaloosa County Growth Management Department for posting to their internet web site.

10.6.2 Provide draft responses to any public comment received through the website. .

Deliverables

10.6.3 Monthly updates and draft responses.

Assumptions

- Okaloosa County will provide for meeting logistics including: noticing, location coordination (including any user fees), and meeting minutes for public meetings.
- Either Project Manager or Deputy (or designee) shall attend the public kickoff meetings, stakeholder meetings and the, 2 day Workshop, and Commissioner meetings. Only the Task Element Leader is required to attend Technical Advisory Group meetings.

TASK SERIES 1100 TRACK and MONITOR IMPLEMENTATION

The purpose of this task is to provide recommendations for implementation, and recommendations to track and monitor implementation progress.

Available data shall be compiled and evaluated to avoid duplication of effort. If additional data are required, such data gathering shall be completed in consultation with the Project Manager to determine potential for cost and schedule impacts.

Recommendations will be based on American Planning Association (APA) policy guidance; integrating closely with the other project Task Series.

As requested, the scope of work no longer includes a vector check towards alignment with the goals of Sustainable Emerald Coast. The focus of this work is only to reach to reach the near-term goal of accommodating BRAC growth and only BRAC growth.

Task 1101: Implementation Review Board

11.1.1 Evaluate Lessons Learned from similar Growth Management communities

11.1.2 Assess the feasibility of creating a follow-on entity to champion the recommendations contained in this study to final implementation by affected counties and municipalities.

11.1.3 Identify existing entities capable of executing this task

11.1.4 Identify funding sources to enable this effort.

11.1.5 Provide estimated time line for task completion, based on level of community impact coupled with local government processes approval/adoption processes.

Deliverables

11.1.6 Document recommendations in a Technical Memorandum.

Assumptions

- The Scope of Work can be expanded to include technical assistance in the implementation phase.

Task 1102: Implementation Summary File

11.2.1 Provide roll-up summary document of implementation actions identifying the responsible party, funding mechanisms, key implementation steps.

Deliverables

11.2.2 Document recommendations in a Technical Memorandum.

Assumptions

- none

Task 1103: Implementation Metrics

- 11.3.1 Provide roll-up summary document of implementation metrics which could be used to track and monitor progress in achieving the goals of the Growth Management Plan.
- 11.3.2 Provide linkage of these metrics to the Comprehensive Plans and for consistency with State of Florida performance metrics.

Deliverables

- 11.3.3 Document recommendations in a Technical Memorandum.

TASK SERIES 1200 PROJECT MANAGEMENT

This task series defines the roles and responsibilities of the Project Manager and Deputy which have overall responsibility for the success of this Growth Management Plan process.

Task 1201: Coordination / Communications

- 12.1.1 Serve as single point-of-contact with client.
- 12.1.2 Prepare and maintain project Communications Plan. Establish and conduct periodic conference calls with project team and client. Suggested frequency to begin as every other week, ramping up to weekly, and then ramping down to every other week as needed.
- 12.1.3 Participate in three Association of Defense Communities (ADC) conferences to maintain current connections and knowledge sharing.
- 12.1.4 Participate in three Lessons Learned evaluations of other growth communities to obtain best practices.
- 12.1.5 Attend 15 meetings, prepare presentations, prepare meeting materials, record meeting minutes as requested or approved by the client.

Task 1202: Task Management

- 12.2.1 Prepare and maintain project Quality Assurance Plan. Ensure adherence to QA Plan.
- 12.2.2 Prepare and maintain Project Guide and Safety Plan. Ensure adherence to plans.
- 12.2.3 Hold Task Element Leaders accountable for technical accuracy, timely delivery, and adherence to budget.
- 12.2.4 Participate in selected Technical Advisory Group meetings.
- 12.2.5 Represent the project at public meetings.
- 12.2.6 Assist Task Element Leaders in addressing and resolving issues as appropriate. Elevate issues which cannot be resolved to the management oversight and/or the client as necessary.
- 12.2.7 Receive written monthly progress reports from each Task Element Leader.
- 12.2.8 Conduct three management review boards at key decision points in the project timeline:
 - o Prior to issuance of Atlas
 - o Following the public involvement workshops, and/or prior to initiation of efforts to gather new data (to ensure new data is required, and to evaluate potential impacts to scope, schedule, and budget)

1200 PROJECT MANAGEMENT

OKALOOSA / EGLIN GROWTH MANAGEMENT PLAN
SCOPE OF SERVICES

- Prior to issuance of the Administrative draft of the Growth Management Plan.

Task 1203: Deliverables, Schedule, Budget

- 12.3.1 Provide monthly progress report to client.
- 12.3.2 Enforce project schedule and budget. Elevate developing issues to the management team and client as appropriate.
- 12.3.3 Ensure deliverables are on schedule.
- 12.3.4 Maintain action item tracking.

Task 1204: Technical Integration

- 12.4.1 Interface with Task Element Leaders to ensure technical integration across the technical disciplines.
- 12.4.2 Engage Military Advisor and Sustainable Development Advisor to review and seek input on task elements.

Task 1205: Document Production

Project Management is responsible for overall document production and product delivery.

- 12.5.1 BRAC Growth Areas and Issues Map Atlas Administrative Draft. Prepare and provide QA / QC of the BRAC Growth Areas and Issues Map Atlas Administrative Draft. Provide to Okaloosa County Growth Project Coordinator (client) for review.
- 12.5.2 BRAC Growth Areas and Issues Map Atlas Final. Incorporate government comments from the administrative draft and conduct QA / QC of the BRAC Growth Areas and Issues Map Atlas Final.
- 12.5.3 Alternatives Feasibility Analysis Technical Memoranda. Prepare and conduct QA / QC of the Alternatives Feasibility Analysis Technical Memoranda.
- 12.5.4 Growth Management Plan Administrative Draft - Prepare and conduct QA / QC of the Growth Management Plan Administrative Draft. The administrative draft of the Growth Management Plan will be prepared for review and comment by the Client Project Manager and the Executive Committee. The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.
- 12.5.5 Growth Management Plan Final - Incorporate government comments from the administrative draft and conduct QA / QC of the Final Growth Management Plan. Provide a proof set for final approval. The Consultants will provide one (1) original, five (5) bound document, and five (5) electronic versions on CD.

OKALOOSA / EGLIN GROWTH MANAGEMENT PLAN
SCHEDULE

Okaloosa Growth Management Plan Work Program / Schedule		Notice to Proceed	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16
1.0	Data Collection	[Progress Bar]															
2.0	Existing Conditions		[Progress Bar]														
3.0	Existing Conditions Assessment / Gap Analysis		[Progress Bar]														
4.0	Alternatives Feaibility Analysis						[Progress Bar]										
5.0	Perferred Plan									[Progress Bar]							
6.0	Implementation Plan Feasibility Analysis								[Progress Bar]								
7.0	Final Growth Management Plan														[Progress Bar]		
8.0	Public Outreach		[Progress Bar]														
9.0	Track and Monitor Implementation Plan (1)															[Progress Bar]	
10.0	Project Management	[Progress Bar]															
BRAC Milestones		BRAC EIR				BRAC ROD											
Project Milestones																	
Deliverables		OEA Budget Projects Technical Memoranda		Baseline Assessment / Gap Analysis Technical Memoranda		BRAC Growth Areas Map Atlas			Alternatives Feasibility Analysis Technical Memoranda				Draft GMP (Perferred Plan & Implementation Plan Feasibility Analysis)			Final Growth Management Plan	
Joint EIGC Kick-off Meeting (2)																	
Client Coordination Meetings/Conference Calls																	
Joint Eglin Installation Growth Committee / Public Meetings																	
One 2 day long Stakeholders Workshop Developer and Business, Military, Health Services, Schools/Education, Jurisdictions, Special Interest Groups (3)																	
County Planning Commissioners Project Update Meetings																	
Board of County Commissioners Project Update Meetings																	
Board of County Commissioners Final Plan Public Hearing																	

- Notes:
- Included in Final Implementation Plan
 - Joint Kick-off Meeting Participants include but are not limited to: Executive Committee, EIGC, TPO, DOT, and other key agencies
 - Six Stakeholder Charrettes with one charrette conducted Monday - Thursday and two charrettes on Friday. Special Invitations to Charrette participants. Participants will include but not be limited to: Executive Committee, EIGC, TP{O, DOT, and other key agencies.

OKALOOSA / EGLIN GROWTH MANAGEMENT PLAN
PROFESSIONAL FEE

Task Description	Management			Mgmt Subtotal	QC	Resources				Resources subtotal	Technical Leader / Analyst / Engineer										Tech Subtotal	Administrative	Admin Subtotal	Total Task Hours	Total Task Cost
	Project Principal	Project Manager	Deputy Project Manager			Management Subtotal	Senior QC Reviewer	Military Advisors	Funding Coordinator		Attorney	Resources subtotal	Task Element Leaders (7)	Document Coordinator	Public Coordinator	Planner	Engineer	Senior Economist	Economic Planner	Tech / Designer					
Roads / Transportation	\$190	\$175	\$180	-	\$190	\$180	\$180	\$275	-	\$155	\$114	\$150	\$145	\$150	\$150	\$135	\$75	\$90	-	\$56	-	-	-		
Assigned Staff:	none	none	none	-	McGlashan	Hrapla	Breitenfeld	none	-	Heath	Wilkinson	none	Roy	Iberly/Krzem	none	none	Myers	Schmedt	-	Leggett	-	-			
101 Assessment of Existing Conditions Atlas																									
Subtotal	0	0	0	0	10	120	0	0	130	46	6	0	64	70	0	0	16	24	226	16	16	372	\$55,351		
102 Alternatives Feasibility Analysis																									
Subtotal	0	0	0	0	15	0	50	0	65	112	16	0	90	104	0	0	6	6	334	8	8	407	\$61,124		
103 Draft GMP (Preferred Plan and Implementation Feasibility Analysis)																									
Subtotal	0	0	0	0	14	0	26	0	40	52	35	0	30	52	0	0	22	24	215	42	42	297	\$37,707		
104 Growth Management Plan																									
Subtotal	0	0	0	0	9	0	4	0	13	34	26	0	31	10	0	0	12	10	216	12	12	241	\$19,134		
Task 100 Total Hours	0	0	0	0	48	120	80	0	248	244	83	0	215	236	0	0	56	64	991	78	78	1,317	\$173,316		
	\$0	\$0	\$0	\$0	\$9,120	\$21,600	\$14,400	\$0	\$45,120	\$37,820	\$9,473	\$0	\$31,175	\$35,400	\$0	\$0	\$4,200	\$5,760	\$123,828	\$4,368	\$4,368	\$173,316			
	0%	0%	0%	0%	4%	9%	6%	0%	19%	19%	6%	0%	16%	18%	0%	0%	4%	5%	75%	6%	6%	100%			
200 Housing																									
201 Assessment of Existing Conditions Atlas																									
Subtotal	0	0	0	0	0	0	0	0	0	25	0	0	60	0	0	0	32	36	153	16	16	169	\$15,396		
202 Alternatives Feasibility Analysis																									
Subtotal	0	0	0	0	0	0	0	0	0	94	0	0	104	0	0	0	48	48	294	20	20	314	\$38,690		
203 Draft GMP (Preferred Plan and Implementation Feasibility Analysis)																									
Subtotal	0	0	0	0	0	0	8	0	8	120	0	0	136	0	0	0	16	38	310	16	16	334	\$45,276		
204 Growth Management Plan																									
Subtotal	0	0	0	0	0	0	0	0	0	40	0	0	116	0	0	0	0	22	178	16	16	194	\$25,896		
Task 200 Total Hours	0	0	0	0	0	0	8	0	8	279	0	0	416	0	0	0	96	144	935	68	68	1,011	\$125,258		
	\$0	\$0	\$0	\$0	\$0	\$0	\$1,440	\$0	\$1,440	\$43,245	\$0	\$0	\$60,320	\$0	\$0	\$0	\$7,200	\$12,960	\$123,725	\$3,808	\$3,808	\$128,973			
	0%	0%	0%	0%	0%	0%	1%	0%	1%	28%	0%	0%	41%	0%	0%	0%	9%	14%	92%	7%	7%	100%			
300 Utilities / Infrastructure																									
Assigned Staff:	none	none	none		Kellner	Harvey	Breitenfeld	none		Crigler	Wilkinson	Hempel	Dimitroff	Diller	none	none	Clark	Ellis		Hill					
301 Assessment of Existing Conditions Atlas																									
Subtotal	0	0	0	0	16	0	0	0	16	68	8	0	0	28	0	0	0	6	110	0	0	126	\$19,233		
302 Alternatives Feasibility Analysis																									
Subtotal	0	0	0	0	0	0	8	0	8	96	8	0	0	48	0	0	0	29	181	0	0	189	\$27,043		
304 Draft GMP (Preferred Plan and Implementation Feasibility Analysis)																									
Subtotal	0	0	0	0	0	4	16	0	20	80	28	0	28	112	0	0	0	28	276	14	14	310	\$43,360		
304 Growth Management Plan																									
Subtotal	0	0	0	0	0	0	0	0	0	54	0	0	18	36	0	0	0	18	126	36	36	162	\$20,016		
Task 300 Total Hours	0	0	0	0	16	4	24	0	44	298	44	0	46	224	0	0	0	81	693	50	50	787	\$109,652		
	\$0	\$0	\$0	\$0	\$3,040	\$720	\$4,320	\$0	\$8,080	\$46,190	\$5,022	\$0	\$6,670	\$33,600	\$0	\$0	\$0	\$7,290	\$98,772	\$2,800	\$2,800	\$109,652			
	0%	0%	0%	0%	2%	1%	3%	0%	6%	38%	6%	0%	6%	26%	0%	0%	0%	10%	88%	6%	6%	100%			
400 Land Use																									
Assigned Staff:	none	none	none		Hrapla	Murphy	Breitenfeld	none		Rust	Werner	Hempel	Bosley	Diller	none	none									
401 Assessment of Existing Conditions Atlas																									
Subtotal	0	0	0	0	0	0	0	0	0	40	0	0	58	0	0	0	0	52	150	30	30	180	\$20,970		
402 Alternatives Feasibility Analysis																									
Subtotal	0	0	0	0	0	0	6	0	6	88	0	0	156	0	0	0	14	34	292	12	12	310	\$42,122		
403 Draft GMP (Preferred Plan and Implementation Feasibility Analysis)																									
Subtotal	0	0	0	0	0	0	8	0	8	162	0	0	134	0	0	0	0	38	334	20	20	362	\$50,520		
404 Growth Management Plan																									
Subtotal	0	0	0	0	0	0	0	0	0	76	0	0	88	0	0	0	0	12	176	16	16	192	\$26,516		
Task 400 Total Hours	0	0	0	0	0	0	14	0	14	366	0	0	436	0	0	0	14	136	952	78	78	1,044	\$140,128		
	\$0	\$0	\$0	\$0	\$0	\$0	\$2,520	\$0	\$2,520	\$56,730	\$0	\$0	\$63,220	\$0	\$0	\$0	\$1,050	\$12,240	\$133,240	\$4,368	\$4,368	\$140,128			
	0%	0%	0%	0%	0%	0%	1%	0%	1%	35%	0%	0%	42%	0%	0%	0%	1%	13%	91%	7%	7%	100%			

OKALOOSA / EGLIN GROWTH MANAGEMENT PLAN
PROFESSIONAL FEE

500 Economy																							
501	Assessment of Existing Conditions Atlas																						
	Subtotal	0	0	0	0	0	0	0	0	0	28	0	0	16	0	16	24	0	24	108	14	14	122
502	Alternatives Feasibility Analysis																						
	Subtotal	0	0	0	0	0	0	0	0	0	56	8	0	0	0	42	84	0	28	218	14	14	232
503	Draft GMP (Preferred Plan and Implementation Feasibility Analysis)																						
	Subtotal	0	0	0	0	0	4	16	0	20	72	0	0	0	0	18	36	0	36	162	36	36	218
504	Growth Management Plan																						
	Subtotal	0	0	0	0	0	2	8	0	10	18	12	0	8	0	8	16	0	16	78	16	16	104
	Task 500 Total Hours	0	0	0	0	0	6	24	0	30	174	20	0	24	0	84	160	0	104	566	80	80	676
		\$0	\$0	\$0	\$0	\$0	\$1,080	\$4,320	\$0	\$5,400	\$26,970	\$2,283	\$0	\$3,480	\$0	\$12,600	\$21,600	\$0	\$9,360	\$76,293	\$4,480	\$4,480	\$86,173
		0%	0%	0%	0%	0%	1%	4%	0%	4%	26%	3%	0%	4%	0%	12%	24%	0%	15%	84%	12%	12%	1
600 Public Safety / Emergency Services																							
	Assigned Staff:	none	none	none		Hrapla	Murphy	Breitenfeld	none		Bosley	Werner	Hempel	Rust	Diller	none	none						
601	Assessment of Existing Conditions Atlas																						
	Subtotal	0	0	0	0	0	0	0	0	0	22	0	0	80	0	0	0	0	12	114	14	14	128
602	Alternatives Feasibility Analysis																						
	Subtotal	0	0	0	0	0	8	0	0	8	60	0	0	64	0	0	0	0	8	132	4	4	136
603	Draft GMP (Preferred Plan and Implementation Feasibility Analysis)																						
	Subtotal	0	0	0	0	0	8	0	0	8	24	0	0	96	0	0	0	0	8	128	6	6	134
604	Growth Management Plan																						
	Subtotal	0	0	0	0	0	0	0	0	0	16	0	0	32	0	0	0	0	6	54	12	12	66
	Task 600 Total Hours	0	0	0	0	0	16	0	0	16	122	0	0	272	0	0	0	0	34	428	36	36	464
		\$0	\$0	\$0	\$0	\$0	\$2,880	\$0	\$0	\$2,880	\$18,910	\$0	\$0	\$39,440	\$0	\$0	\$0	\$0	\$3,060	\$61,410	\$2,016	\$2,016	\$66,306
		0%	0%	0%	0%	0%	3%	0%	0%	3%	26%	0%	0%	59%	0%	0%	0%	0%	7%	92%	8%	8%	103%
700 Health and Social Services																							
	Assigned Staff:	none	none	none		Hrapla	Harvey	Breitenfeld	none		Falls	Wilkinson	Hempel	Dr. Ritchey	none	Dr. Hyde	none	Clark	Ellis		Hill		
701	Assessment of Existing Conditions Atlas																						
	Subtotal	0	0	0	0	0	0	0	0	0	62	0	0	48	0	41	0	0	0	151	0	0	151
702	Alternatives Feasibility Analysis																						
	Subtotal	0	0	0	0	0	8	0	0	4	80	16	0	80	0	40	0	0	40	256	20	20	280
703	Draft GMP (Preferred Plan and Implementation Feasibility Analysis)																						
	Subtotal	0	0	0	0	0	0	6	0	6	48	0	0	54	0	48	0	0	24	174	12	12	192
704	Growth Management Plan																						
	Subtotal	0	0	0	0	0	0	0	0	0	64	0	0	32	0	32	0	0	8	136	16	16	152
	Task 700 Total Hours	0	0	0	0	0	8	6	0	10	254	16	0	214	0	161	0	0	72	717	48	48	775
		\$0	\$0	\$0	\$0	\$0	\$1,440	\$1,080	\$0	\$2,520	\$39,370	\$1,826	\$0	\$31,030	\$0	\$24,150	\$0	\$0	\$6,480	\$102,856	\$2,688	\$2,688	\$108,064
		0%	0%	0%	0%	0%	1%	1%	0%	1%	33%	2%	0%	28%	0%	21%	0%	0%	9%	93%	6%	6%	100%
800 Education																							
	Assigned Staff:	none	none	none		Hrapla	Murphy	Breitenfeld	none		Bosley	Werner	Hempel	Rust	Diller	none	none	Clark	Ellis				
801	Assessment of Existing Conditions Atlas																						
	Subtotal	0	0	0	0	0	0	0	0	0	30	0	0	68	0	0	0	0	16	114	8	8	122
802	Alternatives Feasibility Analysis																						
	Subtotal	0	0	0	0	0	0	0	0	0	68	0	0	120	0	0	0	0	8	196	6	6	202
803	Draft GMP (Preferred Plan and Implementation Feasibility Analysis)																						
	Subtotal	0	0	0	0	0	0	0	0	0	68	0	0	88	0	0	0	0	8	164	7	7	171
804	Growth Management Plan																						
	Subtotal	0	0	0	0	0	0	0	0	0	14	0	0	76	0	0	0	0	12	102	12	12	114
	Task 800 Total Hours	0	0	0	0	0	0	0	0	0	180	0	0	352	0	0	0	0	44	576	33	33	609
		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$27,900	\$0	\$0	\$51,040	\$0	\$0	\$0	\$0	\$3,960	\$82,900	\$1,848	\$1,848	\$84,748
		0%	0%	0%	0%	0%	0%	0%	0%	0%	30%	0%	0%	58%	0%	0%	0%	0%	7%	95%	5%	5%	1
900 Quality of Life																							
	Assigned Staff:	none	none	none		Atkins	Harvey	Breitenfeld	none		Bullock	Wilkinson	Hempel	Burke	Diller	none	none	Clark	Ellis		Hill		
901	Assessment of Existing Conditions Atlas																						
	Subtotal	0	0	0	0	0	8	8	0	12	26	2	0	28	0	0	0	0	16	72	0	0	84
902	Alternatives Feasibility Analysis																						
	Subtotal	0	0	0	0	0	0	0	0	0	40	6	0	72	0	0	0	0	18	140	0	0	140
903	Draft GMP (Preferred Plan and Implementation Feasibility)																						
	Subtotal	0	0	0	0	0	0	4	0	4	24	0	0	64	0	0	0	0	18	106	0	0	110
904	Growth Management Plan																						
	Subtotal	0	0	0	0	0	0	0	0	0	20	0	0	20	0	0	0	0	12	52	0	0	52
	Task 900 Total Hours	0	0	0	0	0	8	12	0	16	110	8	0	184	0	0	0	0	64	370	0	0	386
		\$0	\$0	\$0	\$0	\$0	\$1,440	\$2,160	\$0	\$3,600	\$17,050	\$913	\$0	\$26,680	\$0	\$0	\$0	\$0	\$5,760	\$50,403	\$0	\$0	\$54,003
		0%	0%	0%	0%	0%	2%	3%	0%	4%	28%	2%	0%	48%	0%	0%	0%	0%	17%	96%	0%	0%	100%

OKALOOSA / EGLIN GROWTH MANAGEMENT PLAN

INVOLVE FORMAT

INVOICING FORMAT

Invoice No. 1

From 9.10.08 to 10.1.08

	Total Task Fee	Percentage	Total Fee Earned	Previous Earned	Amount Due This Invoice
Analysis Atlas					
1	Transportation \$ 17,331.60	10%	\$ 1,733.16	\$ -	\$ 1,733.16
2	Housing \$ 18,788.70		\$ -	\$ -	\$ -
3	Public Utilities \$ 16,447.80		\$ -	\$ -	\$ -
4	Land Use \$ 21,019.20		\$ -	\$ -	\$ -
5	Economic \$ 15,511.14	15%	\$ 2,326.67	\$ -	\$ 2,326.67
6	Public Safety \$ 6,630.60		\$ -	\$ -	\$ -
7	Health \$ 21,612.80		\$ -	\$ -	\$ -
8	Education \$ 8,474.80		\$ -	\$ -	\$ -
9	Quality of Life \$ 5,400.30		\$ -	\$ -	\$ -
10	Public Outreach \$ 2,290.50	50%	\$ 1,145.25	\$ -	\$ 1,145.25
11	Monitoring \$ -		\$ -	\$ -	\$ -
12	Project Management \$ 23,406.25		\$ -	\$ -	\$ -
	\$ 156,913.69	3%	\$ 5,205.08	\$ -	\$ 5,205.08
Alternatives					
1	Transportation \$ 69,326.40	10%	\$ 6,932.64	\$ -	\$ 6,932.64
2	Housing \$ 37,577.40		\$ -	\$ -	\$ -
3	Public Utilities \$ 27,413.00		\$ -	\$ -	\$ -
4	Land Use \$ 42,038.40		\$ -	\$ -	\$ -
5	Economic \$ 31,022.28	15%	\$ 4,653.34	\$ -	\$ 4,653.34
6	Public Safety \$ 19,891.80		\$ -	\$ -	\$ -
7	Health \$ 37,822.40		\$ -	\$ -	\$ -
8	Education \$ 33,899.20		\$ -	\$ -	\$ -
9	Quality of Life \$ 16,200.90		\$ -	\$ -	\$ -
10	Public Outreach \$ 9,162.00	50%	\$ 4,581.00	\$ -	\$ 4,581.00
11	Monitoring \$ -		\$ -	\$ -	\$ -
12	Project Management \$ 23,406.25		\$ -	\$ -	\$ -
	\$ 347,760.03	5%	\$ 16,166.98	\$ -	\$ 16,166.98
Draft GMP					
1	Transportation \$ 51,994.80	10%	\$ 5,199.48	\$ -	\$ 5,199.48
2	Housing \$ 43,840.30		\$ -	\$ -	\$ -
3	Public Utilities \$ 43,860.80		\$ -	\$ -	\$ -
4	Land Use \$ 42,038.40		\$ -	\$ -	\$ -
5	Economic \$ 27,575.36	15%	\$ 4,136.30	\$ -	\$ 4,136.30
6	Public Safety \$ 26,522.40		\$ -	\$ -	\$ -
7	Health \$ 27,016.00		\$ -	\$ -	\$ -
8	Education \$ 25,424.40		\$ -	\$ -	\$ -
9	Quality of Life \$ 18,901.05		\$ -	\$ -	\$ -
10	Public Outreach \$ 6,871.50	50%	\$ 3,435.75	\$ -	\$ 3,435.75
11	Monitoring \$ 7,858.50		\$ -	\$ -	\$ -
12	Project Management \$ 23,406.25		\$ -	\$ -	\$ -
	\$ 345,309.76	4%	\$ 12,771.53	\$ -	\$ 12,771.53
Final GMP					
1	Transportation \$ 34,663.20	10%	\$ 3,466.32	\$ -	\$ 3,466.32
2	Housing \$ 25,051.60		\$ -	\$ -	\$ -
3	Public Utilities \$ 21,930.40		\$ -	\$ -	\$ -
4	Land Use \$ 35,032.00		\$ -	\$ -	\$ -
5	Economic \$ 12,064.22	15%	\$ 1,809.63	\$ -	\$ 1,809.63
6	Public Safety \$ 13,261.20		\$ -	\$ -	\$ -
7	Health \$ 21,612.80		\$ -	\$ -	\$ -
8	Education \$ 16,949.60		\$ -	\$ -	\$ -
9	Quality of Life \$ 13,500.75		\$ -	\$ -	\$ -
10	Public Outreach \$ 4,581.00	50%	\$ 2,290.50	\$ -	\$ 2,290.50
11	Monitoring \$ 4,231.50		\$ -	\$ -	\$ -
12	Project Management \$ 23,406.25		\$ -	\$ -	\$ -
	\$ 226,284.52	3%	\$ 7,566.45	\$ -	\$ 7,566.45
	Task Total \$ 1,076,268.00	4%	\$ 41,710.05	\$ -	\$ 41,710.05
	Direct Expenses \$ 19,732.00	10%	\$ 1,973.20	\$ -	\$ 1,973.20
	Invoice Total \$ 1,096,000.00	4%	\$ 43,683.25	\$ -	\$ 43,683.25

INVOICE FORMAT

MONTHLY PROGRESS REPORT No. 1
DATE: SEPTEMBER 1, 2008

A. ASSESSMENT OF EXISTING CONDITIONS ATLAS – 3 Counties

- 101. **Transportation and Roads:** Obtained information on FDOT Model.for traffic
- 102. **Housing:**
- 103. **Public Utilities/Infrastructure:** Obtained Utility Data for Base
- 104. **Land Use:** Obtained County's Comp. Plan Documents
- 105. **Economic Impacts and Job Creation**
- 106. **Public Safety and Emergency**
- 107. **Health and Social Services**
- 108. **Education:** Prepared data questionnaire for school districts
- 109. **Quality of Life:** Visited base for recreation data collection

Deliverable: None

Presentations Kick off Meeting held on August 15, 2008

E. ALTERNATIVE FEASIBILITY ANALYSIS: 3-4 Selected BRAC Growth Areas

- 101. **Transportation and Roads**
- 102. **Housing**
- 103. **Public Utilities/Infrastructure**
- 104. **Land Use**
- 105. **Economic Impacts and Job Creation**
- 106. **Public Safety and Emergency**
- 107. **Health and Social Services**
- 108. **Education**
- 109. **Quality of Life**

Deliverable: None

Presentations: None

F. DRAFT GROWTH MANAGEMENT PLAN: 3-4 BRAC Growth Areas (PREFERRED PLAN AND IMPLEMENTATION FEASIBILITY)

- 101. **Transportation and Roads**
- 102. **Housing**
- 103. **Public Utilities/Infrastructure**
- 104. **Land Use**
- 105. **Economic Impacts and Job Creation**
- 106. **Public Safety and Emergency**
- 107. **Health and Social Services**
- 108. **Education**
- 109. **Quality of Life**

Deliverable: None

Presentations: None

G. GROWTH MANAGEMENT PLAN: 3-4 BRAC Growth Areas

- 101. **Transportation and Roads**
- 102. **Housing**
- 103. **Public Utilities/Infrastructure**
- 104. **Land Use**
- 105. **Economic Impacts and Job Creation**
- 106. **Public Safety and Emergency**
- 107. **Health and Social Services**
- 108. **Education**
- 109. **Quality of Life**

Deliverable: None

Presentations: None