



## MILITARY EXPERIENCE



Strategic Planning Group, Inc. | 818 A1A, N | Veranda, Suite 303 | Ponte Vedra Beach, FL 32082



## HOUSING PLANS

U.S. Department of Air Force Base - SPG was retained by the U.S. Department of the Air Force (Strategic Air Command) on a 2-year \$400,000 per year open ended contract to assist the Air Force in preparing comprehensive housing and commercial feasibility studies for bases throughout the continental United States.

### United States Navy

- Corpus Christi, Texas- NAS Corpus Christi and Naval Station Ingleside;
- Memphis, Tennessee- NAS Millington;
- Gulfport, Mississippi- NCBC Gulfport;
- Mayport, Florida- Naval Station Mayport and NAS Mayport;
- Jacksonville, Florida- NAS Cecil Field and NAS Jacksonville;
- Charleston, SC- Naval Weapons Station Charleston;
- Pensacola, Florida- NAS Pensacola;
- Beaufort, SC- MCAS Beaufort and Marine Corps Recruiting Depot - Paris Island;
- St. Marys, Georgia-Kings Bay Naval Base

### United States Coast Guard

- Barnegat Light, New Jersey- U.S. Coast Guard, Fifth Coast Guard District, Portsmouth;
- Traverse City, Michigan- U.S. Coast Guard, ISC Cleveland;
- Sault Ste. Marie, Michigan- U.S. Coast Guard, ISC Cleveland;
- Traverse City, Michigan (update)- U.S. Coast Guard, CEU Cleveland.

### United States Army

- West Point Military Academy- Activities Privatization Study
- Fort Stewart, New York- Housing Privatization
- Hunter Army Airfield-Savannah, Georgia Housing/Lodging Study
- Ft. Bragg, North Carolina-Housing/Lodging Study
- Ft. Irwin, California - Base Operations Study

These studies included complete implementation analysis for all government facilities and services and included fiscal analysis to local governments.

## **Prepared Military Housing Market Analyses (HMA) for all Military Establishments in Florida, 2007:**

- NS Pensacola, Escambia County
- NAS Whiting Field, Santa Rosa County
- NAS Saufley Field, Pensacola
- NAS Corey, Pensacola
- Eglin AFB
- Hurlburt Field, Okaloosa
- Tyndal AFB, Bay County
- NCSS Panama City Beach
- NAS Jacksonville
- NS/NAS Mayportl Jacksonville
- Blount Island Command, Jacksonville
- Naval Depot, Jacksonville
- Patrick AFB, Cocoa
- Canaveral AFS, Cocoa
- Naval Support Agency, Orlando
- MacDill AFB, Tampa
- US Southern Command, Miami
- Homestead AFR, Miami
- NAS Key West

Strategic Planning Group, Inc., was selected by the **United States Air Force**, in a national competition, to provide economic analysis Needs Assessment Studies and Project Validation Assessments at bases throughout the U.S. and worldwide. This contract was awarded on a four-year term at a value of \$1.0 million and was extended to include a fifth year of services, based on performance. Major assignments conducted by SPG professionals under this contract included the following:

### **Hurlburt Field, Florida**

A PVA study was conducted for the Hurlburt Field FAMCAMP to support upgrading of existing facilities and the addition of 24 RV campsites. SPG recommended the construction of 26 new RV campsites, the demolition of two existing sites to accommodate a picnic/pavilion area, and a new 1,479-square foot, support/service building. Upgrading of the existing site was limited to the replacement of 18 electrical site outlets and the addition of a security control gate at the camp entrance.



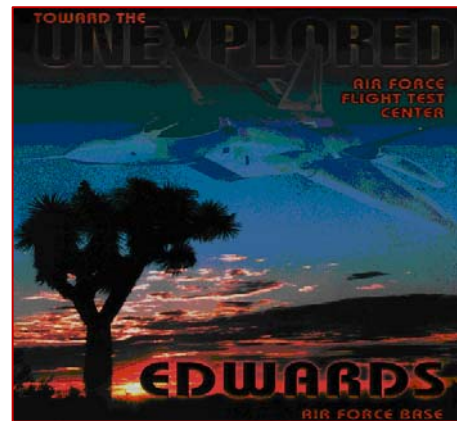
### **Travis Air Force Base, California**

SPG conducted an economic, financial, site evaluation and facilities analysis of the existing Officers Club (Delta Breeze Club) to determine the feasibility of expanding the existing facilities to meet future base demands. SPG provided a negative recommendation based on the existing facility's poor physical condition, amount of capital required for improvements, and marginal operational characteristics.



### **Offutt Air Force Base, Nebraska**

A Needs Assessment Analysis was conducted for the Willow Lakes and Twin Lakes Golf Courses to determine the feasibility of developing new golf maintenance facilities to serve these two golf courses. As part of this work, SPG evaluated alternative site locations for new facilities, size of facilities required, projected course revenues and expenses, new facility cost estimates and a 20% facility design program for the recommended new facilities.





### Dover Air Force Base, Delaware

SPG professionals provided a Needs Assessment Study to convert the existing Officers Club food service operations to an Air Force Wright Brothers Café Signature Brands operation. This study involved determining the best on-base location for the proposed Signature Brands concept, conducting focus group interviews, conducting a mail-out survey of base personnel having a 90% confidence level, evaluating existing food service operations, preparing pro-forma financial statements, and recommending facility layout and estimated development costs.



### Travis Air Force, California

A needs assessment analysis was conducted for the base golf course to determine the feasibility of developing new golf maintenance facilities to serve golf course operations. As a part of this work, SPG evaluated alternative site locations for new facilities, size of facilities required, projected course revenues and expenses, new facility cost estimates, and a 20% facility design program for the recommended new facility.



### Dover Air Force Base, Delaware

SPG professionals provided a Needs Assessment Study to convert the existing Officers Club food service operations to an Air Force JR Rockers Sport Cafe Signature Brands concept, conducting focus group interviews conducting a mail-out survey of base personnel having a 90% confidence level, evaluating existing food service operations, preparing pro-forma financial statements and recommending facility layout and estimated development costs.



### Wright Patterson Air Force Base, Ohio

SPG professionals provided a Needs Assessment Study to convert the existing Officers Club food service operations to an Air Force JR Rockers Sport Café Signature Brands operation. This study involved determining the best on-base location for the proposed Signature Brands concept, conducting focus group interviews, conducting a mail-out survey of base personnel having a 90% confidence level, existing food service operations, preparing pro-forma financial statements and recommending facility layout and estimated development costs.



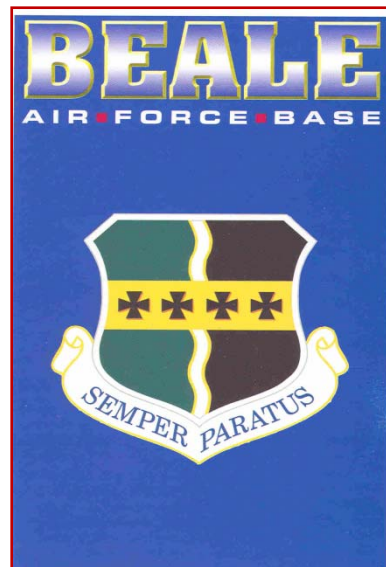
### Buckley Air Force Base, Colorado

A Project Validation Assessment (PVA) study was conducted to support the development of a new FAMCAMP at Buckley AFB in Aurora, Colorado. SPG recommended that 38 new, full-service RV campsites be developed, along with a new support/service building of 1,044 gross square feet. The study provided forecasts of future utilization, space needs analysis, site planning and layout, and financial analysis of the proposed development program.



### Beale Air Force Base, California

SPG provided market, financial, and planning services for the revitalization of the Base's 44 RV-campsite FAMCAMP facility located at Beale AFB in Marysville, California. The analysis did not support the addition of new RV campsites, but did recommend upgrading the electrical service at 27 campsites, an in-ground irrigation system, and landscaping amenities.



### McConnell Air Force Base, Kansas

SPG provided PVA consulting services at McConnell AFB in Wichita, Kansas, to assess the market and financial feasibility of expanding the existing FAMCAMP with 11 new full-service RV sites and a new 897 GSF support/service building that would also serve as a storm shelter for the FAMCAMP. Recommendations also included providing sanitary sewer service to nine of the existing RV sites at the FAMCAMP.



### Charleston Air Force Base, South Carolina

A PVA market and financial analysis was conducted to expand FAMCAMP facilities by 28 new RV sites, demolition of six existing inadequate RV sites. The study also recommended the upgrading of electrical service, providing new power stands, and sanitary service for all sites. An additional new support/service building of 917 GSF/85GSM was also recommended.



### Travis Air Force Base, California

SPG conducted an economic, financial, site evaluation and facilities analysis of the existing Officers Club (Delta Breeze Club) to determine the feasibility of expanding the existing facilities to meet future base demands. SPG provided a negative recommendation based on the existing facility's poor physical condition, amount of capital required for improvements, and marginal operational characteristics.





### Offutt Air Force Base, Nebraska

A needs assessment analysis was conducted for the Willow Lakes and Twin Lakes Golf Courses to determine the feasibility of developing new golf maintenance facilities to serve these two golf courses. As part of this work, SPG evaluated alternative site locations for new facilities, size of facilities required, projected course revenues and expenses, new facility cost estimates and a 20% facility design program for the recommended new facilities.



### Vandenberg Air Force Base, California

SPG conducted a PVA study for the addition of 32 new RV campsites at the existing 49 RV-site FAMCAMP located at Vandenberg AFB, California. The study evaluated existing operations and revenues, competitive facilities, existing layout and overall configuration, and conducted detailed financial analysis of a revised expansion plan that included reconfiguration of ten existing RV campsites.



# ENVIRONMENTAL IMPACT STATEMENT (EIS)

## Gulfport Homeporting Study

SPG was retained by the Department of Navy after national competition of technical excellence to conduct the Socioeconomic/Fiscal Impact portions of the EIS. SPG developed a detailed impact model for the Navy's use to monitor the impact of its project for the next 15 years. EIS (s) were conducted for eight new or expanded operations in Texas, Louisiana, Mississippi, Alabama and Florida. SPG analyzed the impacts of over 15,000 military and civilian jobs on the economy, schools, health care, criminal justice, fire protection, water/sewer, solid waste, human services, and fiscal impacts at eight sites. This site selection and permitting process was one of three major initiatives by the Department of Defense during 1985-1989 and was the only one to receive the necessary permits, and was the only effort to complete on time, within budget and without litigation or other environmental setbacks.

## Military Regional Growth Management Plan

- SUBASE Kings Bay GA (9,905 additional military and civilian jobs or a total of 25,350 new population gain) – Regional Growth Management Plan/EIS for seven counties (Glynn, Charlton, Brantley, Ware, Camden, Nassau and Duval) as well as seven cities.
- NS Ingleside, TX (5,139 military and civilian jobs or a total of 14,752 new population)– three counties and six cities
- NS Galveston, TX (2,308 population gain) – two counties and 3 cities
- NS Lake Charles, LA(693 population gain) – two parishes and 3 cities
- NS Gulfport, MS (75 population gain) – one county
- NS Pascagoula, MS (4,522 population gain) – three counties and 4 cities
- NS Mobile, AL (4,875 population gain) – 3 counties and 6 cities
- NS Pensacola, FL (4,834 population gain) – 3 counties and 5 cities
- NS Key West, FL (750 population gain – 1 county

## Northeast Florida/Southeast Georgia US Department of Navy's Long Range Regional Plan.

SPG was retained by Southern Division, NAVFAC (US Department of Navy) to prepare the Navy's second overall Regional Facilities Plan within the United States. This regional long term plan analyzed the facilities of five area bases: SUBASE Kings Bay, NAS Mayport, NS Mayport, NAS Cecil Field, and NS Jacksonville.

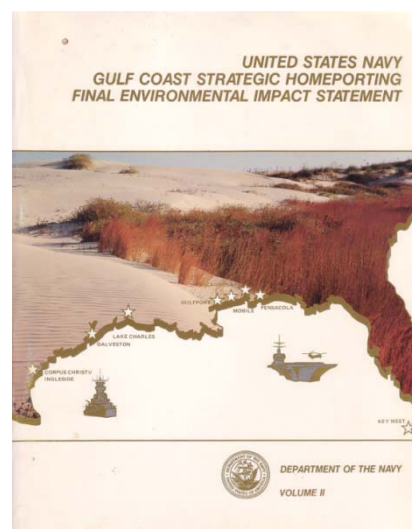
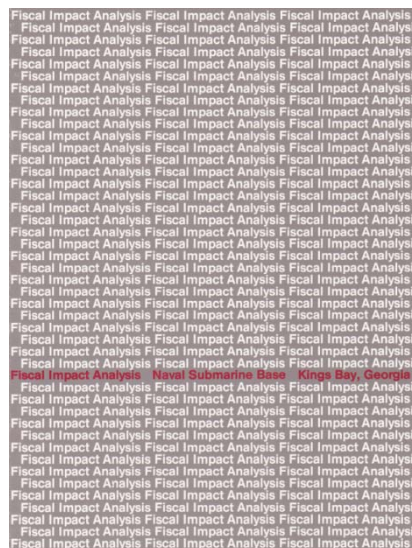
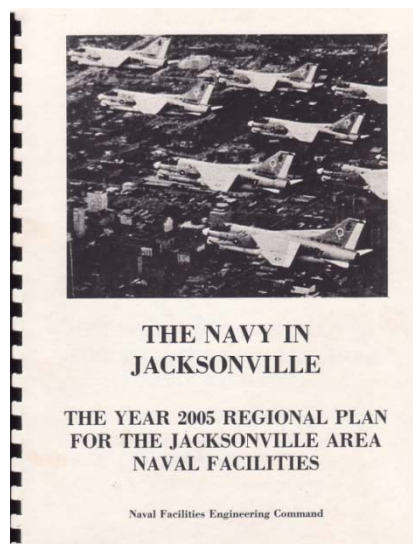
Detail personnel support facilities including family and bachelor housing, commissary, Base exchange, hospital and related facilities were analyzed and new regionalized facilities planned. On the completion of the Study, Cecil Field was bound excess and closed.

## United States Environmental Impact Statement

Gulf Coast Homeporting Action SPG was retained by the United States Department of Navy to prepare the Nation's second largest Environmental Impact Statement (EIS). SPG was retained in large part due to its staff's responsibilities in preparing the Nation's largest EIS – the East Coast Trident Basing Study. SPG prepared complete socio-economic and fiscal impact assessments of the new bases on the surrounding communities/regions.

## Georgia Fiscal Impact Study and EIS for Naval Submarine Base, Kings Bay, Georgia.

SPG staff directed and prepared the fiscal impact analysis on a seven county, multi-state region. The twenty year projections for the "largest military peace-time construction project" in the United States. This model was later used by the Navy to measure impacts of other major construction projects. SPG staff represented the Navy in Congressional hearings to define the level of Federal Impact Assistance to the area's seven counties and fourteen cities.



## MILITARY FACILITY MAINTENANCE AND OPERATIONS STUDIES

- ✦ **Base Operations, Facility Maintenance and Personnel/Budget Analysis for NAS Whiting Field** - SPG staff was responsible for the complete management study including development of a bid proposal for contracting out all Base Operation Functions including: building maintenance, grounds maintenance, surface area maintenance, transportation ops and maintenance, utility operations and maintenance, fire protection, air crash fire and rescue.
- ✦ **Base Operations, Facility Maintenance and Personnel/Budget Analysis for Ft. Irwin, California** - SPG staff was responsible for the complete management study including development of a bid proposal for contracting out all Base Operation Functions including: building maintenance, grounds maintenance, surface area maintenance, transportation ops and maintenance, utility operations and maintenance, fire protection, air crash fire and rescue, refuse collection and disposal, janitorial operations, housing maintenance air field operations etc.
- ✦ **Base Operations, Facility Maintenance and Personnel/Budget Analysis for SUBASE Kings Bay** - SPG staff was responsible for the complete management study including development of a bid proposal for contracting out all Base Operation Functions including: building maintenance, grounds maintenance, surface area maintenance, transportation ops and maintenance, utility operations and maintenance, fire protection, air crash fire and rescue, housing maintenance etc.
- ✦ **Base Operations, Facility Maintenance and Personnel/Budget Analysis for United States Military Academy West Point** - SPG staff was responsible for the complete management study including development of a bid proposal for contracting out all Base Operation Functions including: building maintenance, grounds maintenance, surface area maintenance, transportation ops and maintenance, utility operations and maintenance, fire protection, housing maintenance etc..
- ✦ **Base Operations, Facility Maintenance and Personnel/Budget Analysis for NAS Beesville-** SPG staff was responsible for the complete management study including development of a bid proposal for contracting out all Base Operation Functions including: building maintenance, grounds maintenance, surface area maintenance, transportation ops and maintenance, utility operations and maintenance, fire protection, air crash fire and rescue, housing maintenance etc.



- **Base Operations, Facility Maintenance and Personnel/Budget Analysis for NAS Kingsville** - SPG staff was responsible for the complete management study including development of a bid proposal for contracting out all Base Operation Functions including: building maintenance, grounds maintenance, surface area maintenance, transportation ops and maintenance, utility operations and maintenance, fire protection, air crash fire and rescue, housing maintenance etc.
- **Base Operations, Facility Maintenance and Personnel/Budget Analysis for NAS Whidbey Island, Washington** - SPG staff was responsible for the complete management study including development of a bid proposal for contracting out all Base Operation Functions including: building maintenance, grounds maintenance, surface area maintenance, transportation ops and maintenance, utility operations and maintenance, fire protection, air crash fire and rescue, housing maintenance etc.
- **Base Operations, Facility Maintenance and Personnel/Budget Analysis for NAS Patuxent River, Maryland** - SPG staff was responsible for the complete management study including development of a bid proposal for contracting out all Base Operation Functions including: building maintenance, grounds maintenance, surface area maintenance, transportation ops and maintenance, utility operations and maintenance, fire protection, air crash fire and rescue, housing maintenance etc.

## Georgia

- **Kings Bay Naval Base Housing Survey, U.S. Dept. of Navy**, SPG staff conducted a survey to ascertain demographic and housing demand characteristics of the military population associated with the Kings Bay Naval Base. The methodology included sampling military personnel associated with the base. The questionnaire was designed to assess locational patterns of the military population throughout the Kings Bay region. A computer program was constructed which cross-tabulated the responses of military subgroups to analyze statistical relationships.
- **Environmental Impact Statement (EIS) for a Submarine Support Base at Kings Bay, Georgia (Poseidon)** -- A full-range impact assessment program was done in this study to determine the social, economic, and fiscal impacts associated with the relocation of a Poseidon Submarine Base. SPG Staff analyzed the social impacts resulting from the introduction of 4,500 new residents to the Kings Bay region, on school, health care, criminal justice, fire protection/emergency medical, water/sewer, solid waste, and human services. In addition, SPG staff analyzed community health and welfare needs and the prevalence of mental, speech, and five other impairments and the prevalence of ten diseases resulting in death.

- ➔ **Supplemental Environmental Impact Statement (EIS) for a Submarine Base at Kings Bay, Georgia, U.S. Navy, OICC Trident** -- Extensive social, economic, and fiscal impact analyses are documented in this EIS and augmented with an active public participation program. Construction impacts from over 5,200 construction workers were calculated, as well as permanent impacts associated with the introduction of 30,000 new residents. Computer modeling and a variety of survey techniques are used to determine with a high degree of reliability the primary and secondary effects of the proposed development on regional housing, education, community services, and fiscal conditions.

## MILITARY FACILITIES PLANNING

Strategic Planning Group, Inc. (SPG) is an economics and planning firm with extensive Department of Defense experience. For example, SPG assisted the Department of Navy in its Environmental Impact Statement (socio-economics) for the construction of its Gulf Coast Homeporting Action which included five new bases and the expansion of three others along the Gulf Coast of the United States ranging from Ingleside, Texas to Key West, Florida. It should be noted that this particular EIS was the largest ever conducted by the Navy (eight sites), and was completed in less than one year from notice to proceed. In addition, SPG conducted the Navy's first ever long-range regional plan for northeast Florida / southeast Georgia, an area which contains four major naval facilities. Currently, SPG is assisting SAC in an open-ended privatization contract (#F25600-90-D0023 9001) in which we are commencing our second year of that contract.

In addition to these studies, SPG staff has conducted 16 major OMB Circular A-76 studies for the Departments of Navy and Army, and we were responsible for the Environmental Impact Statement and Planning for SUBASE Kings Bay, the largest military peacetime activity ever constructed. As well, over the years our staff has developed a strong working relationship with the Office of Economic Adjustment (OEA) where we represented, for example, the Navy's interest in dealing with the OEA for better than a seven-year period.

SPG is unique in that it combines both planning and implementation expertise, as witnessed by our successful programs for the Department of Defense, as well as other governmental jurisdictions throughout the United States. It is because of this implementation experience that the Air Force originally hired SPG on its previously mentioned open-ended contract to conduct privatization studies.

SPG has been successful in merging three diverse areas of expertise (namely long-range strategic planning, economic development, and development economics) into one unified approach for both short- and long-range implementation programming. Therefore, we can offer to the Department of Defense not only our expertise in installing and community planning, but more importantly, we can provide the DoD with implementation programming to include creative financing techniques necessary to accommodate both base closure actions and/or base expansions.

- ✦ **Long Range Jacksonville Regional Plan of Navy Facilities** - SPG was retained by the Navy to produce the third Regional Plan ever conducted for the U.S. Navy. The Regional Plan involved analyzing SUBASE Kings Bay, GA; NAF Mayport, FL; NAS Jacksonville, FL; NARF Jacksonville, FL; NSC Jacksonville, FL; PSC Jacksonville, FL; NAS Cecil Field, FL; Whitehouse Field, FL; and Fuel Depot Jacksonville, FL. The Jacksonville Naval Employment was 58,000 in 1985 and projected to increase to over 70,000 by late 1990. The Navy is Jacksonville's largest employer. SPG detailed functional analysis for each facility and proposed ways for the Navy to increase overall planning efficiency through decentralization and consolidation of different functions.
- ✦ **Environmental Impact Statement for the Navy's Gulfport Homeporting Study** - SPG was retained by the Department of Navy to conduct the Socioeconomic/Fiscal Impact portions of the EIS. SPG developed a detailed impact model for the Navy's use to monitor the impact of its project for the next 15 years. EIS(s) were conducted for Key West, FL; Pensacola, FL; Mobile, AL; Pascagoula, MS; Gulfport, MS; Lake Charles, LA; Galveston, TX; and Corpus Christi, TX. SPG analyzed the impacts of over 15,000 military and civilian jobs on the economy, schools, health care, criminal justice, fire protection, water/sewer, solid waste, human services, and fiscal impacts at eight sites.
- ✦ **Fiscal Impact Analysis and Monitoring Program, U.S. Department of the Navy** - The fiscal impacts associated with the development of the Trident submarine support base at Kings Bay, Georgia, were identified in this study using a computer model developed by current SPG staff. The model provides a comparison of costs and revenues by specific budget categories, which were used to evaluate fiscal impacts in seven counties and three municipalities on an annual basis for a 20-year period. Fiscal impacts associated with the base development were isolated by relating changes in the need for governmental services to changes in government costs and revenues.
- ✦ **Trident Alternative Basing Study, U.S. Department of the Navy, OICC Trident** - SPG Staff conducted an alternative basing study for the location of approximately 2,800 military personnel to Bangor, Washington; Groton, Connecticut; Dam Neck, Virginia; and Jacksonville, Florida. The study reviewed the economic and social fabric of the surrounding communities and detailed analyses were conducted to identify probable impacts to schools, fire, police, recreation, roads, water/sewer, emergency medical services, as well as the effect the actions would have on the overall economic base of the respective communities.



SPG is a leader in Economic Development assisting both the public and private sector to develop relocation plans and incentive programs. SPG staff have served on numerous Economic Development Councils and Agencies to aid with the implementation of numerous Economic Development Plans.

## Relevant experience includes:

### Florida

Apopka  
Boynton Beach  
Bradenton  
Brevard  
Citrus County  
Clay County  
Cocoa  
Deltona  
Delray Beach  
Duval County  
Escambia County  
First Coast Region  
Hernando County  
Jacksonville  
Jacksonville Beach  
Lee County  
Leesburg  
Leon County  
Levy County  
Maitland County  
Manatee County  
Marion County  
Monroe County  
Nassau County  
North Miami  
Orlando  
Ormond Beach  
Palm Coast  
Pasco County  
Pensacola  
Polk County  
Putnam County  
Rockledge  
Safety Harbor  
Sarasota  
St. Johns County  
St. Petersburg

### Florida (con't.)

Sumter County  
Titusville  
Tarpon Springs  
Vero Beach  
Volusia County  
Winter Haven  
Withlacoochee

### Alabama

Autauga County  
Calhoun County  
Chilton County  
Coosa River County  
Elmore County  
Etowah County  
Mobile County  
Montgomery County  
St. Claire County  
Shelby County  
Talladega County

### Texas

Corpus Christi  
Dayton  
Galveston  
Ingleside

### Georgia

Atlanta Olympic Committee  
Camden County  
City of Conyers/Rockdale  
County  
Hinesville  
Kingsland  
Rome  
Tifton

### Louisiana

Covington  
Lake Charles

### Mississippi

Biloxi  
Pascagoula

### South Carolina

Central Midlands Council of  
Government

### North Carolina

Washington

### California

Palmdale  
LA Airport Authority

### International

Alice Springs, Australia  
Darwin, Australia  
Trinidad & Tobago  
Arab Republic of Egypt  
St. Thomas, Virgin Islands  
St. Croix, Virgin Islands  
St. Johns, Virgin Islands  
Curacao, The Netherlands  
Bimini, Bahamas  
Guam, U.S. Territory  
Kingston, Jamaica