



The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at wvOASIS.gov. As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at WVPurchasing.gov with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.



Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

**State of West Virginia
 Solicitation Response**

Proc Folder: 1658243
Solicitation Description: CEOI - Master Plan 2025 Camp Dawson Training Center
Proc Type: Central Purchase Order

Solicitation Closes	Solicitation Response	Version
2025-04-09 13:30	SR 0603 ESR04092500000006095	1

VENDOR
 000000182590
 MEAD & HUNT INC

Solicitation Number: CEOI 0603 ADJ2500000020
Total Bid: 0
Response Date: 2025-04-09
Response Time: 11:35:44
Comments:

FOR INFORMATION CONTACT THE BUYER
 David H Pauline
 304-558-0067
 david.h.pauline@wv.gov

Vendor Signature X **FEIN#** **DATE**

All offers subject to all terms and conditions contained in this solicitation

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	Master Plan 2025 Camp Dawson Training Center				

Comm Code	Manufacturer	Specification	Model #
81101508			

Commodity Line Comments: No monetary bid was required as part of this submittal. This selection will be qualifications based.

Extended Description:

Provide professional architectural and engineering design services per the attached documentation.

CENTRALIZED EXPRESSION OF INTEREST (CEOI)



MASTER PLAN 2025 CAMP DAWSON TRAINING CENTER

West Virginia Purchasing Division, WVARNG, Construction and Facilities Management Office

SOLICITATION NUMBER: CEOI 0603 ADJ2500000020

April 9, 2025



WEST VIRGINIA ARMY NATIONAL GUARD

INSTALLATION MASTER PLAN

EXPERIENCE EXCEPTIONAL



April 9, 2025

David Pauline
Camp Dawson Army Training Site
240 Army Road
Kingswood, WV 26537-1077

Subject: Expression of Interest – Master Plan 2025 – Camp Dawson Training Center
Solicitation Number: CEOI 0603 ADJ2500000020

Dear Mr. Pauline,

Mead & Hunt, Inc. (Mead & Hunt) is excited to provide our qualifications for this project and look forward to building upon our prior partnership with the West Virginia Army National Guard. With a team that includes Rubicon Planning, LLC, we feel that we are providing the most highly qualified and capable complement of staff to ensure you get a high-quality master plan. Our team consists of two prior CFMOs, and a previous ARNG State Master Planner. Our firms have more than 100 years of combined experience producing executable and auditable military planning and programming documents. Members of our team have worked in all 54 states and territories for the ARNG producing statewide Real Property Development Plans (RPDP) and developing the initial program for the ARNG, giving us a very deep understanding and capability to support your requirement.

The Mead & Hunt West Virginia office is located in Charleston, just minutes from the JFHQ, and we have worked on numerous projects throughout the State including Camp Dawson. We bring Rick Burt, former COARNG CFMO, and Tim Murphy, former COARNG State Master Planner, to the team. Having worked for the ARNG and in the CFMO office provides unique insight to the requirements of a Master Plan and the components needed to develop it in accordance with regulations. Also on the team is Will White, AICP, a Master Planner for our Military Planning team who is a current member of the Maryland ARNG and has trained at Camp Dawson, and Pat Casey, a retired WIANG, member who co-wrote the previous Camp Dawson Master Plan.

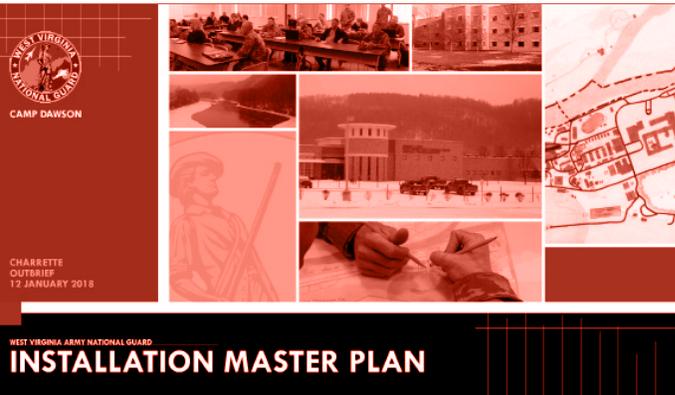
Rubicon Planning are considered the premiere contractor supporting planning analysis in RPLANS, PRIDE, and ASIP, the data systems required for an ARNG Master Plan. They bring unparalleled experience in providing automated planning system support. They also feature a former CFMO from MOARNG, Brent Beckley, and Army Veterans James Furr and Amanda Cleary.

With our experienced staff, Mead & Hunt and Rubicon Planning are uniquely positioned to provide you with the very best team possible for your project, our team for this effort consists of the industry's most accomplished professionals, all having specific expertise and highly targeted experience. We are excited about this opportunity and at the prospect of continuing our strong relationship with the WVARNG.

Respectfully,

A handwritten signature in black ink, appearing to read 'Tim Murphy'.

Tim Murphy, CS, CM
Military & Federal Planning Market Leader
tim.murphy@meadhunt.com
719-565-9283



Contents

Cover Letter

A	Introduction	1
B	Project Goals & Approach	2
C	Qualifications & Experience	8
D	Past Performance	26

SECTION A

INTRODUCTION

The Mead & Hunt team presented is a combination of successful firms with extensive experience working with the Army National Guard producing executable and auditable military planning and programming work utilizing best practices from our combined experience with the National Guard and DoD around the world. Our team brings deep regional expertise, and the bench strength required for world-class master planning products. We have more than 100 years combined experience of performing professional planning and design services developing installation master plans and executable project programming documents, including the use of stakeholder charrettes and workshops; real property asset inventories; facility energy audits; feasibility studies; and various other master planning products and services to National Guard, Reserve, and active DoD installations throughout the continental US and abroad.

Our award-winning team brings experience completing more than 100 master plans with a deep understanding of National Guard Regulation 210-20 (NGR 210-20), Unified Facilities Criteria 2-100-01 (UFC 2-100-01), and National Guard Pamphlet 415-12 (NG PAM 415-12) criteria and proven experience helping clients achieve holistic, informed solutions and plans. We conduct visioning workshops and planning charrettes, prepare short- and long-range components and capital investment strategies, installation development guides, real property master plans, statewide real property development plans, and programmatic environmental assessments. Our core capabilities include:

- Real Property Master Plans
- Training Site Master Plans
- Vision Plans
- Area Development Plans
- Requirements Analysis
- Installation Climate Resiliency Plans (ICRP)
- Energy Resilience and Conservation Investment Program (ERCIP)
- Military Construction Analysis (MILCON)
- Implementation Plans

- Installation Planning Standards
- Facility Utilization Surveys
- Real Property Inventory Analysis
- Infrastructure Assessments
- RPLANS Analysis including Development of Algorithms and Edits to Facility Allowances
- Sustainability Component Plans
- Utility and Transportation Network Plans
- SDSFIE Compliant GIS Deliverables
- Plan-Based Programming
- Installation Development Plans
- Regulating, Illustrative, and Capacity Plans
- District Development Plans
- Net Zero Energy Installations (NZEI) Plans
- DD Form 1391 Planning Charrettes and Preparation
- CAD/GIS Mapping and Data Migration/Consolidation
- NEPA Analysis

We have worked at over 200 military installations and with numerous former military personnel in our ranks, including two former ARNG CFMOs, ARNG State Master Planner, and current and former National Guard members, we have a profound understanding of DoD culture and requirements, we don't just plan for the Guard we have also lived the experience.



SECTION B

PROJECT GOALS & APPROACH

Mead & Hunt's approach is based on our experience working with Army National Guard clients using guidance found in NGB PAM 210-20 Real Property Development Planning Procedures for The Army National Guard, NGR 210-20, NGR 420-10, NG PAM 415-12 Army National Guard Facilities Allowances, and UFC 2-100-01 Installation Master Planning, to create well documented and executable solutions for the Army National Guard, ensuring feasible and vetted plans with stakeholder involvement and consensus.

Further, we have very specific and important experience working with ARNG G9 on the special requirements for training site master plans utilizing their Master Plan Evaluation Template for compliance. This guidance can be found in ARNG-IER Memorandum, Subject: Real Property Master Plans for Army National Guard Training Installations, 03 December 2015. We have worked this process with ARNG on previous planning efforts and are intimately familiar with the requirements set forth within.



Task 1: Workplan Review

Upon award the Mead & Hunt team will immediately contact the Client Project Manager to schedule a teleconference to review the proposed workplan to see that all parties involved are on the same page with the approach and adjust as appropriate. During the meeting, the Mead & Hunt team will establish a list of stakeholders and schedule a date for the Project Kick-off and Data Gathering meeting.

Task 2: Initial Site Visit and Stakeholder Meeting

The intent of this meeting will be to gather the stakeholders together to explain the process and schedule for the project. It is critical at this stage to ensure the appropriate leadership from the stakeholder group all attend the kick-off meeting. The Mead & Hunt team approach and UFC 2-100-01 guidance suggests that to ensure stakeholder participation, it is important that the appropriate leadership make a point of advocating for the process and procedures throughout the project. Appropriate leadership (TAG/COS/CFMO/ Training Site Commander or representatives) should all plan to attend this meeting and emphasize the importance to the group prior to the Mead & Hunt team presenting the agenda.

The Mead & Hunt team will send out a data call, kick-off meeting agenda and schedule, and meeting intent memo, to stakeholders two weeks prior to the meeting. Based on our experience, we have found this to be an effective level of communication for transparency in our approach and helping to ensure maximum attendance and involvement.

After the completion of the kick-off meeting the team will proceed to gathering data, interviewing stakeholders, conducting facility surveys, and conducting other site investigations as required. It is preferred that the team be provided with a conference room or office to work from and to perform centralized stakeholder interviews while onsite. After the completion of interviews and site investigations the Mead & Hunt team will provide written meeting minutes for review to the appropriate client project management staff.



Task 3: Develop Requirements

Upon return from data gathering, the Mead & Hunt team will work in unison with the client project management team to develop the basis of planning, parameters, and requirements for future development based on data acquired during the kick-off. Criteria for the development of requirements will include the use of NGPAM 415-12, DA PAM 405-70, and applicable UFCs. We will ensure that these requirements are presented in a fashion compliant with standards for project programming. Our teammate Rubicon Planning are the industry leading experts in ARNG planning systems of record such as the Real Property Planning and Analysis System (RPLANS), the Army Stationing and Installation Plan (ASIP), the Force Management System (FMS), the Installation Status Report (ISR), and the Headquarters Installation Information System (HQIIS). They will use these systems of record to ensure that the most accurate information available is utilized to determine facility requirements for us in the plan. They will also make recommendations on edits required within these systems if we discover any issues.

The overarching mission for this portion of the planning process is to set the baseline for project development. Our approach to requirements-based planning will ensure that all projects proposed in the Preferred Plan will not only meet the mission and vision of the WVARNG, but also follow Army National Guard regulations, are fully auditable throughout the project programming process, and are executable through the design and construction phases in a timely manner.

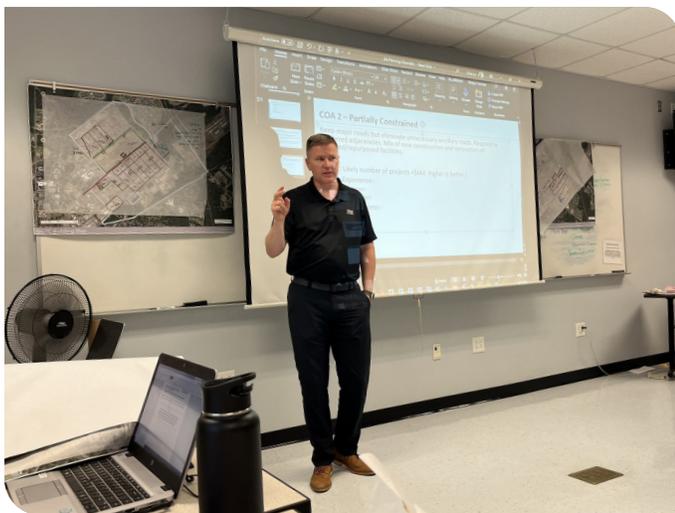
which can sometimes be JFHQ) and conduct a two-day Visioning Charrette per UFC 2-100-01 guidance. It is the intent of the UFC that this exercise be a fully interactive process, where identified stakeholders at all levels are fully engaged. We have found that fully engaged stakeholder involvement helps to provide a vision and planning process that will be carried forward by leadership throughout the lifecycle of the project and onward throughout project implementation by providing stakeholders ownership of the process and resulting Master Plan.

Establishing a vision statement is the first step in the planning process. The Mead & Hunt team will meet with leadership and other assigned stakeholders to facilitate a vision statement for the Master Plan that aligns with the Training Site Master Plan. During the Charrette, the Mead & Hunt team will facilitate the stakeholder group in numerous exercises to define vision, planning objectives, and set the path forward such as:

- Programmatic Needs
- Operational Requirements
- Defined Master Plan Vision Statement for Strategic Direction
- SWOT-V Analysis
- Site Analysis

Several hands-on exercises follow the introductory presentation, including a strengths, weakness, opportunities, threats, and vision (SWOT-V) analysis, specific to facilities and infrastructure within the study area and a site survey to verify existing conditions and identify development opportunities.

Using a technique called the Crawford Slip Method, participants will respond to a series of questions about the strengths, weaknesses, opportunities, threats, and vision of Camp Dawson facilities. Participants are given a few minutes for each question to come up with as many answers as possible, each written on a separate piece of paper. Answers to each question are collected and then compiled. Stakeholder groups are asked to arrange the responses for each question into concept maps that visually depict common themes. Each team then presents their concept map to the group. Other activities include Findings and Programming Needs (based partly on RPLANS requirements) that set the stage for developing a series of planning alternatives. Results of these efforts are briefed by stakeholders to leadership staff after the workshop. We are also capable of providing an electronically facilitated version of the Crawford Slip Method as internet access allows.



Task 4: Visioning Workshop

Approximately four weeks (or as scheduling suits your needs) after the Kick-off & Data Gathering meeting the Mead & Hunt team will return to Camp Dawson (or location of your choice

Upon return back to our offices the Mead & Hunt team will develop a Vision Plan document that outlines the results of the workshop and submit for review by the stakeholders.

- ▶ **Deliverable:** Draft Vision Plan.

Task 5: Planning Workshop

The team will facilitate and work with stakeholders in a planning charrette workshop. During the session, the Mead & Hunt team will refer to and incorporate data previously collected and developed during the Kick-off and Data Gathering effort, and the Vision Workshop, as well as requirements developed to ensure that all planning actions are both auditable and executable in accordance with published criteria.

This workshop first includes a review of Master Planning theory and practice, and the Unified Facilities Criteria (UFC) for Installation Master Planning. As a group, stakeholders will discuss planning strategies such as Sustainable Planning, Defensible Planning, and Plan-Based Programming. Following this discussion, workshop participants will review the Vision Plan and planning goals and objectives developed during the Vision Plan Workshop. During the review, Vision Plan elements will be highlighted.

Working in three groups, the Mead & Hunt team will work with stakeholders for collaborated preparation of three alternative development concepts. Each stakeholder group will be given a unique development theme along with the prioritized list of program needs developed earlier in the workshop from the SWOT-V Analysis.

This activity allows stakeholders to work creatively to develop a short-, mid-, and long-term plan that achieves the established planning goals and objectives, while also meeting current and future operational requirements, and achieving other goals through the implementation of sustainable design standards and best practices. We will lead workshop participants in preparing development alternatives, analyzing and selecting a preferred alternative, and detailing the preferred alternative with a draft illustrative plan, regulating plan, and phasing plan. These items as well as the efforts and process followed to produce them will be documented in a comprehensive Master Plan report.

Task 6: Draft Master Plan

All master planning products will be prepared in accordance with NGR 210-20 and relative elements of the Installation Master Planning UFC 2-100-01 guidance. Work will be accomplished by planners with master planning training experience following the preparation of respective Master

Plans as they relate to Army National Guard locations. This submittal will include all three alternate Courses of Action determined at the Workshop.

- ▶ **Deliverables:** Pre-Final Vision Plan, Draft Real Property Master Plan, and Capital Investment Strategy Outline.

The Mead & Hunt team will hold an onsite or virtual In-Progress Review (IPR) to discuss the draft master plan and alternate Courses of Action. The team will facilitate a discussion to gain input, capture opportunities for improvements, and work towards identification of the Preferred Course of Action (CoA) for the Master Plan.

Task 7: Full Submittal of Master Plan

The Full Submittal includes the complete Master Plan report, with changes and corrections based on input from the first review. This submittal will include a proposed Movement and Staging Plan that supports the chosen CoA. We will also provide Rough Order of Magnitude costing for the selected projects to be included in the Capital Investment Strategy.

- ▶ **Deliverables:** Final Vision Plan, Full Real Property Master Plan, and Full Capital Investment Strategy as well as an audit of the content compared to the ARNG G9 Memorandum checklist to facilitate their review for compliance.

Full Submittal In-Progress Review: We will hold an onsite or virtual IPR to review and discuss the Full Submittal document. The forum will emulate the Concept IPR, providing an opportunity to gain further input, make final revisions to the Preferred CoA, Movement and Staging Plan, Project Costing in the CIS, and discuss opportunities for added value.



Task 8: Pre-Final Master Plan

The Pre-Final Report includes the entire Full Submittal Report, with changes and corrections based on input from review. This submittal will be a completed and Final Master Plan Report and Capital Investment Strategy for review to see that all items have been addressed and all information has been incorporated.

- ▶ **Deliverables:** Pre-Final Real Property Master Plan, and Pre-Final Capital Investment Strategy as well as an audit of the content compared to the ARNG G9 Memorandum checklist to facilitate their review for compliance.

Pre-Final Submittal In-Progress Review: The Mead & Hunt team will hold an onsite or virtual IPR to review and discuss the Pre-Final Submittal document.

Task 9: Final Master Plan

The Final Submittal will include any necessary changes from the Pre-Final as well as all electronic files of all data including SDSFIE compliant GIS for all attributes shown on the Plans, the PowerPoint files, PSD files, Excel files, and CADD files.

- ▶ **Deliverables:** Final Real Property Master Plan, and Final Capital Investment Strategy as well as an audit of the content compared to the ARNG G9 Memorandum checklist to facilitate their review for compliance.

Project Management Techniques & Quality Control

The Mead & Hunt team will follow rigorous standards in its quality assurance plan to produce the totality of features and characteristics of a product or service that bear on its ability to meet the stated or implied needs and expectations of the customer as well as address applicable laws, regulations, and professional standards for the WVARNG. Our process will be an integral part of our Project Management Plan and is aligned with the processes prescribed in ER 1110-3-12 Quality Management and by the Project Management Institute.

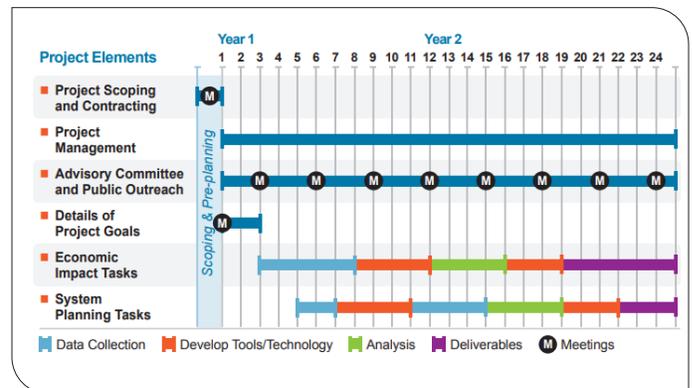
A key component in our ability to deliver projects on time and within budget is our structured adherence to well-defined quality control and assurance standards. By specific corporate policy, every project deliverable must undergo a quality control review to see that the product was prepared in accordance with applicable professional standards and contract requirements. These multiple reviews will reduce risk and ensure each product addresses all criteria, conforms to budget, addresses stakeholders' requirements, and maintains a level of quality consistent with industry standards. We believe that master planning and programming deliverables should receive

the same rigorous quality reviews as design deliverables and we incorporate and utilize advanced tools such as review logs, Bluebeam, CAD/GIS/BIM reviews, DrChecks, and other Quality Assurance (QA) software and develop project-specific Quality Control Plans (QCP) at the start of a project. The project specific QCP typically includes:

- Identification and discussion of all organizational and technical interfaces.
- Product Delivery team members and their areas of responsibility.
- Team members responsible for checking the deliverable products.
- Team members responsible for checking the electronic files.
- Independent Technical Review (ITR) team and an explanation of how they will perform their duties.
- Project Schedule showing key milestones and review periods.

PROJECT SCHEDULING

Schedule development and management are essential elements in the Project Management Plan process. The team managers prepare a work breakdown structure and detailed, logic-driven task schedule using tools like MS Project or Primavera to highlight required deliverables, supporting tasks, delivery dates, and special calendar considerations. Schedule development begins upon receipt of the project and is finalized following the kick-off meeting in a detailed and submitted-for-approval work plan. Once approved by the WVARNG PM, the project schedule is updated at least monthly as part of the project management quality review and invoicing process. Our team managers will immediately report project deviations from the critical path of the schedule to both the WVARNG PM. Risk and change registers will be updated as appropriate and coordinated preventive or corrective actions will be applied as needed.



VERSION CONTROL MANAGEMENT

As work has transitioned to a virtual environment using platforms such as MS Teams, it is critical for an efficient process to manage version control. The PM and each team member are responsible for team compliance with the document management processes defined in the PMP and supporting quality management plan.

Project information, submittals, and correspondence will be stored on a secure project server to maintain integrity and to control access. Version and document control efforts will use appropriate project delivery environment(s) (e.g., SharePoint), an electronic document management structure securely identifying each project participant, and a master deliverable register to log incoming and outgoing documents with a unique document and revision number.

PROACTIVE INTERNAL AND EXTERNAL COMMUNICATION PROTOCOLS

Tim Murphy, Project Manager, will serve as your primary program-level POC, facilitating internal and external communication as appropriate. He will work with the WVARNG, and designated team members, and other key team members to immediately establish a project-specific Communications Plan. Our PMP starts collaboration and responsiveness on day-one through project completion. Tim will also hold weekly status meetings with the project team, including subconsultants as appropriate. The team may facilitate technical workshops to review project elements. The team will prepare meeting agendas and minutes for all stakeholder events, as well as monthly project progress reports. By implementing our communications strategy, we can identify, prioritize, and successfully address key project issues in a timely manner, ensuring schedule compliance regularly.



Quality Control Procedures

Quality Control is 100% our responsibility through the entire duration of this contract. Our QA/QC program is implemented regardless of project size, and not only includes an independent review by discipline leadership, but early design concept review to ensure compliance with criteria and adherence to budget and schedule.

The selection of the QC team is key to delivery of an excellent project. The organizational chart in on page 2 shows our team organization including our QA/QC Lead Rick Burtt, and the disciplines who support him. Our QA/QC Lead will work with the project team to select experienced reviewers matched to the project criteria for every task order. Our quality organization, under Tim and Rick's leadership, is separate from the project execution chain and their reviews are scheduled and resourced as part of the project planning process.



The quality plan established at the beginning of each project must be and will be implemented on a consistent basis, documented, and delivered on-time to ensure we meet project deadlines. The QMP is the quality component of our Project Management Plan (PMP) and demonstrates how we will control the quality of work products. It also addresses our internal controls including descriptions of our processes from developing quality plans and executing the work, to checking the work and revising the work, to conforming to comments. Our QMP contains elements of both Quality Assurance and Quality Control:

- **Quality Assurance (QA)** activities include a planned system of review procedures conducted by personnel not directly involved in the design compilation/development process. Reviews by senior qualified staff not part of the

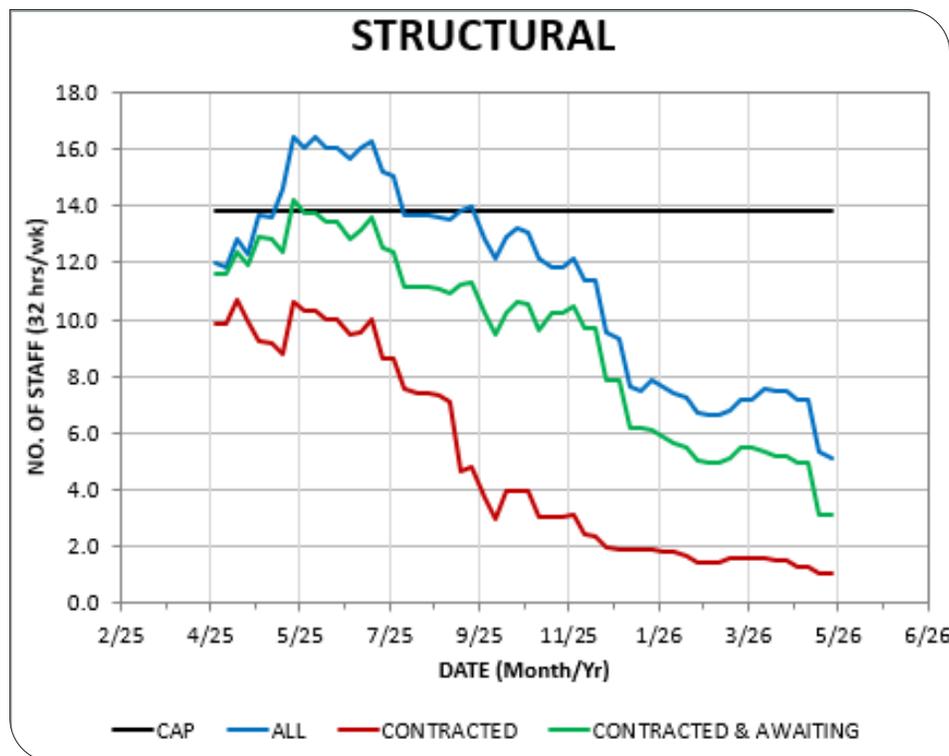
design team should be performed on a finalized product according to the established QA procedures and the QMP. Reviews verify that the products delivered are accurate and correct and meet WVARNG requirements.

- **Quality Control (QC)** is a system of routine technical activities to measure and control the quality of the product as it is being developed. The QC process is designed to provide routine and consistent checks to ensure correctness and completeness of design and plan details, and to identify and address errors and omissions. The checking process is task dependent and occurs at the appropriate frequency to maintain the project schedule and provide verification of key design decisions affecting subsequent design tasks.

Procedures to Ensure that Internal Resources are not Over-Committed

Our team proactively manages our workforce using proven resource management tools that provide real-time visibility of employee project assignments.

- Our first step is to create a staffing plan for each project. We assign generic discipline responsibility very early in the proposal process. This alerts our discipline leadership of potential upcoming project work and initiates staffing discussions specific to each task order.
- Upon identification of specific team members, generic assignments are transferred to specific individuals. This results in an update to the staffing dashboard, graphically identifying team members with too much or too little workload. Discipline leaders manage project and day-to-day assignments of their team members based upon skillset and commitment to specific projects with a priority to maintain project continuity.
- Weekly staffing projections together with our management systems/tools show updates on workload for each individual and each discipline. This forecasting and monitoring compensate for work slippage and accelerations and allows for workload leveling across a discipline. Below is a sample extract from our staffing plan, demonstrating our method for managing work capacity at the discipline level to ensure our staff is not overutilized.



SECTION C

QUALIFICATIONS & EXPERIENCE

MEAD & HUNT

Mead & Hunt has been in operation since 1900, with more than 1,450 professional staff in over 60 offices nationwide (Including Charleston West Virginia), we are an integrated full-discipline team of design professionals providing architecture, engineering and planning services for government (federal, state and local) agencies and civilian clients across the country. Since the early 1940s, Mead & Hunt has been providing A/E services for military and civilian clients, including countless facilities projects at ARNG locations across the country. Our design professionals are intimately familiar with military installations and the criteria which must be met for planning, designing and constructing ARNG facilities at these locations. We take great pride in our experience resulting in successful funding for design and ultimately construction of facilities.

Our team consists of Registered Architects (RA), American Institute of Certified Planning (AICP) planners, and Professional Engineers (PE) with extensive experience in master planning, programming, and design. We look at every engagement as an opportunity to create sustainable, enduring work and develop deep, long-term partnerships with our clients. We collaborate to see that plans and studies provide a clear, executable path to meet current and future mission requirements. We spend time at the outset of an engagement to gather data and engage in conversations to fully understand context and requirements. Together with stakeholders, we solve the most pressing problems to enable our clients to meet their mission. We create flexible plans that can adjust to changing context and circumstances, identify and mitigate risk, and enable change management. Within the framework of NGR 210-20 and UFC 2-100-01, we apply our expertise in ARNG master planning data systems such as PRIDE, HQIIS, ASIP, RPLANS, and ISR/BUILDER to help stakeholders produce plans and programming documents that enable projects to be funded and a planning vision to be implemented. We are proud that our work has resulted in multiple projects currently under design and/or construction.

RUBICON

Rubicon Planning, LLC, was established in July 2007 to provide master planning support and related services to clients throughout the Army, active and reserve components. Rubicon currently employs fourteen full-time planners and analysts, and has provided support to every major Army installation, CONUS and OCONUS. Rubicon focuses primarily on the data that support the master plan – force structure, real property, planning criteria, requirements analyses, and capital investment strategies. A valid master plan is made sound by the data underlying it, and inaccurate or outdated supporting data produces a master plan that is difficult to validate. The data and analyses must be accurate, auditable, repeatable and relevant.

Rubicon is Mead & Hunt's preferred partner for master planning Requirements Analysis. They are critical members of our team on statewide A/E IDIQ contacts with the California, Georgia, and New Mexico Army National Guards. Most recently, as a key part of our project team for the Catoosa Training Site, Ohio ARNG Statewide Master Plan, and Georgia Garrison Training Center at Fort Stewart, Rubicon provided detailed analysis of the real property records, facility condition, habitual throughput by all users, and host-tenant relationships, leading to a detailed definition of requirements across all training center category codes.

MEAD & HUNT BY THE NUMBERS:

125
YEARS IN
BUSINESS

60+
US OFFICES

1450
PROFESSIONALS
AND GROWING

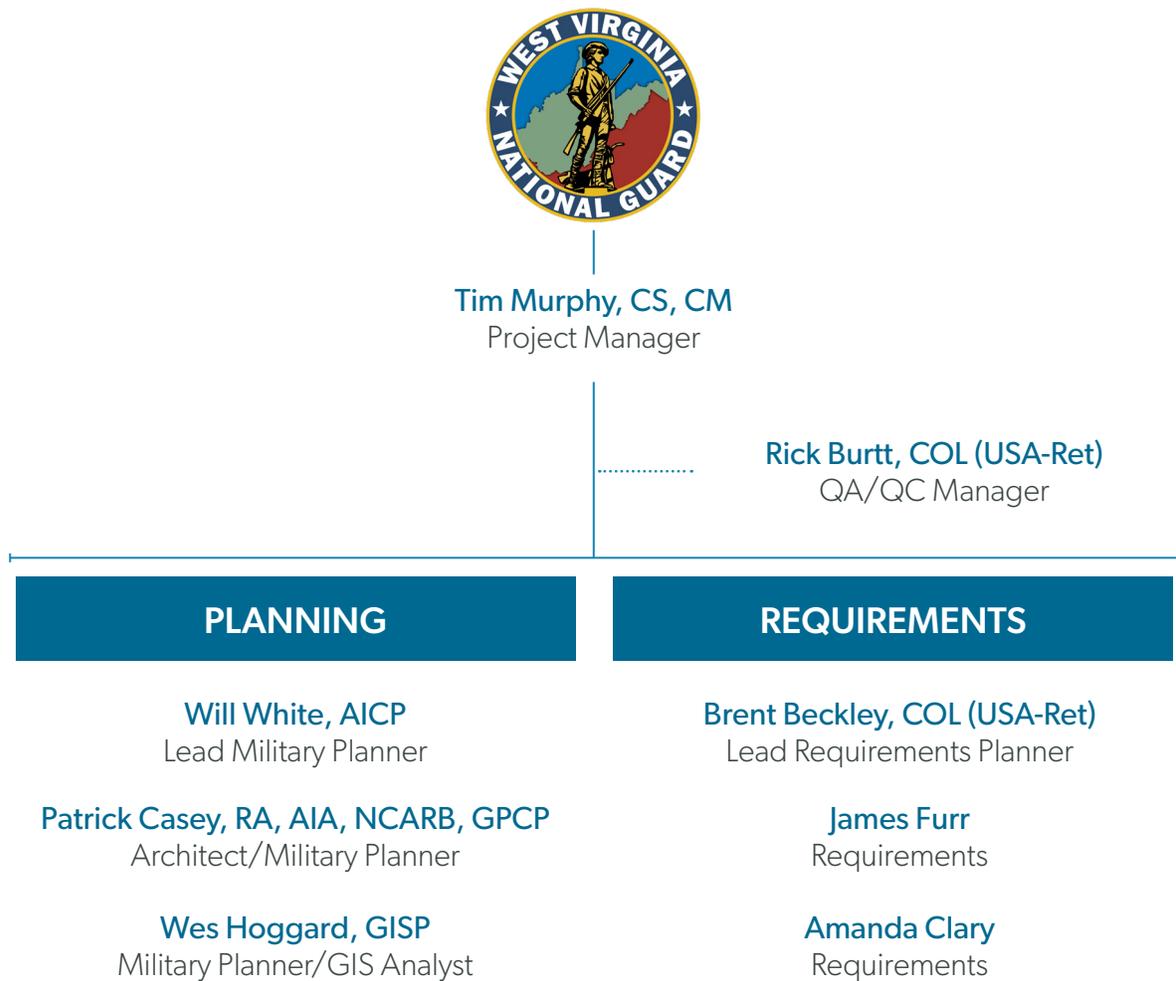
80+
YEARS SERVING
THE DoD

400+
MASTER PLANS

DEDICATED MANAGEMENT AND LEADERSHIP WITH UNRIVALED EXPERIENCE

Our team leaders and supporting members bring a vested interest and knowledge in military facilities, master planning, and systems design and have strong ties to Camp Dawson and West Virginia through considerable recent facility and infrastructure projects and training opportunities. Our Project Manager is a former State Master Planner, our Lead Military Planner is an active Maryland Guardsman with experience utilizing Camp Dawson and its ranges with his Light Infantry unit for training, and our QA/QC Manager and Lead Requirements Planner are both former CFMO Officers.

ORGANIZATIONAL CHART



RESUMES



Tim Murphy, CS, CM

Project Manager

Tim has more than 36 years of experience in the military, planning, engineering, and design fields, specializing in Department of Defense (DoD) and non-DoD federal agency planning and programming. Tim held the position of State Master Planner for the Colorado Army National Guard giving him unique insight into the requirements and procedures required during this project. He has demonstrated expertise in building and leading multi-disciplinary teams to support government clients on a wide range of project types from proposal development and contract management to executing various types of UFC Compliant master plans and conceptual design of facilities.

Tim has worked in all 54 states and territories for the Army National Guard and over 36 locations for the Air National Guard. Additionally, he has worked on projects in the European and Pacific theaters, including the European Defense Initiative, and Pacific Deterrence.

EXPERTISE:

Program/Project Management

Military and Urban Planning

Real Property Master Plans, Real Property Development Plans, Training Site Master Plans

Installation Development Plans
Planning Charrettes
Area Development Plans

Facility Utilization/
Space Optimization Plans

YEARS OF EXPERIENCE: 36

RELEVANT PROJECT EXPERIENCE

- Army Aviation Support Facility (AASF) and Grey Eagle Beddown Feasibility Study, MSARNG, Bobby Chain Municipal Airport (HGB), Hattiesburg, Mississippi
- Statewide Master Plan, OHARNG, Statewide, Ohio
- Collaborative Combat Aircraft Beddown Master Plan, Creech AFB, Nevada
- Air National Guard Installation Development Plans FY14, FY16, FY18, 36 locations nationwide
- Air Force Special Operations Command CV-22 Beddown, RAF Mildenhall, United Kingdom
- Air Combat Command F-22 & F-35 Beddown, Nellis AFB, Nevada
- C2R/PCR Planning Charrette Reports & MILCON Execution Packages, Creech AFB, Nevada

UNIQUE QUALIFICATIONS

- ✓ Previously the State Master Planner for COARNG.
- ✓ Thirty-six years of military planning experience, including UFC 2-100-01 compliant military facilities master plans, program development plans, and RCMP.
- ✓ Has won 16 planning awards and honors from the Federal Planning Division of the American Planning Association and Air Force Air Combat Command.

“Tim fostered an environment in exceeding the norm by managing multiple IDPs by ensuring highly motivated and skilled personnel managed more quickly and effectively to keep the IDPs on track with little or no impact in accomplishing the milestone tasks.”

- Lt. Col John K. McCallie, Deputy Chief Asset Management Division, NGB/A4A



Rick Burt, COL (USA-Ret)

QA/QC Manager

Rick brings over 27 years of experience as a program and project manager with extensive background in planning, construction management, architectural engineering, and leadership. As Chief of Planning and Programming, Deputy Director, and Director of Construction and Facilities Management for the Colorado Army National Guard (COARNG), Rick was responsible for all COARNG facilities. For over a decade, he managed, programmed, and achieved funding for dozens of MILCON and SRM projects totaling nearly \$300M across Colorado's 1.8M SF of facilities. Rick has led master planning, construction, and design for all ARNG facility types and leverages his experience by providing quality management and a continuous mission focus for the planning team. As a part of every team meeting and quality review, Rick helps maintain alignment with ARNG guidance and authorizations, ensuring plans are well received at NGB and are representative of both the local and broader mission of the ARNG. Rick stays current on relevant legislation and policy to see that capital investment strategies are executable as quickly as possible maximizing use of all available funding methods.

EXPERTISE:

National Guard
Facilities Programs
Federal and State
Funding Strategies
Strategic Planning
NG Training Site
Operations

EDUCATION:

MBA, Strategic
Planning

BS, Architectural
Engineering

CERTIFICATIONS:

National Charrette
Institute Charrette
Facilitation

YEARS OF

EXPERIENCE: 27

RELEVANT PROJECT EXPERIENCE

- Army Aviation Support Facility (AASF) and Grey Eagle Beddown Feasibility Study, MSARNG, Bobby Chain Municipal Airport (HGB), Hattiesburg, Mississippi
- Georgia Garrison Training Center Real Property Master Plan, Fort Stewart, Georgia
- Statewide Master Plan, OHARNG, Statewide, Ohio
- Volunteer Training Site (VTS) Catoosa Master Plan, TNARNG, Tunnel Hill, Georgia
- Operational Readiness Training Center (ORTC), FLARNG, Camp Blanding, Florida
- Forbes Field Joint Force Headquarters, KSARNG, Topeka, Kansas
- Colorado Joint Force Headquarters Master Plan and Concept Design, Centennial, Colorado
- Centennial Training Center Master Plan Update, Fort Carson, Colorado

UNIQUE QUALIFICATIONS

- ✓ Led the COARNG training site master plan.
- ✓ Commanded the COARNG Centennial Training Site as a Guardsman, so he understands it as a user.
- ✓ Rick was previously the Chief of Planning and Programming as well as the Director of the CFMO in Colorado.

“Excellent stakeholder management and collaboration during charrette. They also communicated professionally throughout their entire engagement.”

- Excerpted from
Very Good PPQ



Will White, AICP

Lead Military Planner

Will has over 12 years of experience in military and transportation planning, design, and construction management, including eight years spent in the municipal government sector. His expertise includes bike and pedestrian safety studies, multimodal corridor planning, design and implementation, master plan design and writing, policy development, and implementation and capital program development. Will brings extensive experience in grant writing and administration with federal and state funding sources, and is currently in Maryland Army National Guard where he is intimately familiar with the unique opportunities presented by the Camp Dawson training areas. A 17 year member of the nearby MD National Guard, Will has personally utilized the unique terrain to train with his Light Infantry unit in Small Unit Tactics, Evasion, High Angle Rescue and Mountaineering tasks.

EXPERTISE:

Military Planning
Comprehensive Planning
Utility Construction
Master Plan Development
ADA Compliance & Construction

EDUCATION:

MA, Diplomacy
MA, History

CERTIFICATION:

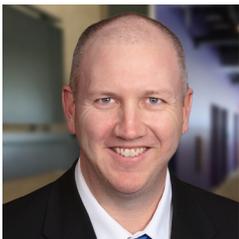
AICP

YEARS OF

EXPERIENCE: 12

RELEVANT PROJECT EXPERIENCE

- Statewide Master Plan, OHARNG, Statewide, Ohio
- Army Aviation Support Facility (AASF) and Grey Eagle Beddown Feasibility Study, MSARNG, Bobby Chain Municipal Airport (HGB), Hattiesburg, Mississippi
- PFAS and Water Quality Support Master Planning, USACE Huntsville District, New Boston Space Force Base, New Hampshire
- Collaborative Combat Aircraft Southside District Plan and Runway Pavement Condition Report, USAF, Creech AFB, Nevada
- Collaborative Combat Aircraft Beddown Master Plan, Creech AFB, Nevada
- C2R/PCR Planning Charrette Reports & MILCON Execution Package, USAF, Creech AFB, Nevada
- Catoosa Master Plan, Volunteer Training Site, TNARNG, Tunnel Hill, Georgia



Patrick Casey, RA, AIA, NCARB, GPCP

Architect/Military Planner

Pat brings 16 years' experience leading architectural and planning teams facilitating the charrette process to establish vision and goals for and the creation of a creative preferred course of action. Pat determines the basis of planning and the drivers for the master plan, including guiding principles, goals and objectives, development suitability, and requirements program. He guides the stakeholders in creating concept development, including formulation and evaluation of conceptual development options, delineation of evaluation criteria, resulting in the selection of a preferred development option. He leads the preparation and documentation of draft and final master plans, including a phasing and implementation strategy, lease actions, and property acquisition/disposal as appropriate that result in a preferred COA. Pat has developed numerous master plan reports that included all required sections outlined in UFC 2-100-01, Installation Master Planning, NG PAM 415-12, NGR 210-20 and AR 405-70.

EXPERTISE:

Military Planning
Aviation Planning
Architecture

EDUCATION:

MA, Architecture
BA, Urban and Regional Studies

REGISTRATION:

RA – WI, MI, OH

YEARS OF

EXPERIENCE: 16

RELEVANT PROJECT EXPERIENCE

- Army Aviation Support Facility (AASF) and Grey Eagle Beddown Feasibility Study, MSARNG, Bobby Chain Municipal Airport (HGB), Hattiesburg, Mississippi
- Collaborative Combat Aircraft Beddown Master Plan, Creech AFB, Nevada
- Master Plan, Georgia Garrison Training Center, GAARNG, Fort Stewart, Georgia
- Catoosa Master Plan, Volunteer Training Site, TNARNG, Tunnel Hill, Georgia
- Installation Master Plan, WVARNG, Camp Dawson, West Virginia
- Statewide Master Plan, OHARNG, Statewide, Ohio



Wes Hoggard, GISP

Military Planner/GIS Analyst

Wes brings 10 years of experience, Wes specializes in SDSFIE data management, ArcGIS, Python, military planning, remote sensing and post processing, airfield planning, public involvement, and regulatory compliance. Wes will Support development of planning documentation using ESRI ArcGIS to develop data and maps. Wes has vast experience utilizing ArcGIS to display information and depict installations through multiple lenses from the common installation picture, operational and environmental constraints, and into various future development scenarios.

EXPERTISE:

SDSFIE Data Management
ArcGIS
Python
Military Planning
Remote Sensing and Sostprocessing
Airfield Planning
Public Involvement
Regulatory Compliance

EDUCATION:

BS, Geographic Information Systems

CERTIFICATION:

GISP

YEARS OF EXPERIENCE: 10

RELEVANT PROJECT EXPERIENCE

- Catoosa Master Plan, Volunteer Training Site, TNARNG, Tunnel Hill, Georgia
- Statewide Master Plan, OHARNG, Statewide, Ohio
- Collaborative Combat Aircraft Beddown Master Plan, Creech AFB, Nevada
- Army Aviation Support Facility (AASF) and Grey Eagle Beddown Feasibility Study, MSARNG, Bobby Chain Municipal Airport (HGB), Hattiesburg, Mississippi
- Collaborative Combat Aircraft Southside District Plan and Runway Pavement Condition Report, USAF, CAFB, Nevada
- Airfield Development Plan, Tinker AFB, Oklahoma
- Army Airfield Obstruction Survey, CAARNG, Los Alamitos, California
- C2R/PCR Planning Charrette Reports & MILCON Execution Package, USAF, Creech AFB, Nevada
- Air National Guard Installation Development Plans FY14, FY16, FY18, 36 locations nationwide
- Runway Encroachment Airfield Improvements, Selfridge ANGB, Ohio



Brent Beckley, COL (USA-Ret)

Lead Requirements Planner

Brent is the former Chief Facilities Management Officer (CFMO) for the Missouri Army National Guard. Brent brings 34 years of Army military experience and his extensive background with National Guard construction and facilities management, operations & training, and logistics operations to all components of the Real Property Master Planning process. Brent applies his working knowledge of Army master planning systems and National Guard criteria and requirements to develop auditable, realistic, and achievable master planning products.

EXPERTISE:

Program/Project Management
Military and Urban Planning
Installation Development Planning
Planning Charrette Facilitation
Area Development Planning
Facility Utilization / Space Optimization Analysis and Planning
Army Master Planning Automated Support Systems

EDUCATION:

Master of Strategic Studies
BS, Management Technology

YEARS OF EXPERIENCE: 35

RELEVANT PROJECT EXPERIENCE

- Catoosa Master Plan, Volunteer Training Site, TNARNG, Tunnel Hill, Georgia (with Mead & Hunt)
- Master Plan, Georgia Garrison Training Center, GAARNG, Fort Stewart, Georgia (with Mead & Hunt)
- Statewide Master Plan, OHARNG, Statewide, Ohio (with Mead & Hunt)
- Operational Readiness Training Center (ORTC), FLARNG, Camp Blanding, Florida (with Mead & Hunt)
- Real Property Development Plan, AKARNG, Statewide, Alaska
- Area Development Plans, Bryant AAF, AKARNG, Camp Carroll, Camp Denali, Alaska
- Alabama Armory Statewide Readiness Center Master Plan (RCMP) Development Services – Montgomery, Alabama
- Real Property Master Plan (RPMP), Camp Umatilla, ORARNG, Hermiston, Oregon
- Vision and Boundary Plan & Real Property Master Plan, Orchard Combat Training Center (OCTC), IDARNG, Boise, Idaho
- Area Development Plans, Camp Carrol, and Camp Denali, AKARNG, Joint Base Elmendorf-Richardson, Anchorage, Alaska
- Master Plan, VAARNG, Fort Barfoot, Virginia

UNIQUE QUALIFICATIONS

- ✓ MOARNG fulltime Force Integration Readiness Officer (FIRO), so he understands the impacts of unit stationing and force management.
- ✓ MOARNG fulltime Construction and Facilities Management Officer with multi-year experience in all facets of CFMO planning and operations.
- ✓ MOARNG fulltime G3 and G4 supports a firm understanding for how the Training Center supports Commander's training and support objectives.
- ✓ Provided command guidance, oversight, funds control and management to the Training Center Command.



James Furr

Requirements

James has been providing Master Planning and related services in support of the Army Architectural-Engineering community across US Army component installations CONUS and OCONUS for the past eight years. This support includes the development of master plans and area development plans, as well as project-level Requirements Analyses, Planning Charrettes, Economic Analyses, Capital Investment Strategies and DD Form 1391 to support the MILCON programming. All products were developed in accordance with Army guidance contained in UFC 2-100-01 and NG PAM 210-20.

EXPERTISE:

Project Management
Military and Urban
Planning
Installation
Development Planning
Installation- and
Project-level
Requirements Analyses
Planning Charrette
Facilitation
Area Development
Planning
Facility Utilization /
Space Optimization
Analysis and Planning
Army Master Planning
Automated Support
Systems

EDUCATION:

BA, Management

**YEARS OF
EXPERIENCE:** 8

RELEVANT PROJECT EXPERIENCE

- Catoosa Master Plan, Volunteer Training Site, TNARNG, Tunnel Hill, Georgia (**with Mead & Hunt**)
- Master Plan, Georgia Garrison Training Center, GAARNG, Fort Stewart, Georgia (**with Mead & Hunt**)
- Real Property Development Plan, AKARNG, Statewide, Alaska (**with Mead & Hunt**)
- Statewide Master Plan, OHARNG, Statewide, Ohio (**with Mead & Hunt**)
- Area Development Plans, Bryant AAF, AKARNG, Camp Carroll, Camp Denali, Alaska
- Alabama Armory Statewide Readiness Center Master Plan (RCMP) Development Services – Montgomery, Alabama
- Real Property Master Plan (RPMP), Camp Umatilla, ORARNG, Hermiston, Oregon
- Vision and Boundary Plan & Real Property Master Plan, Orchard Combat Training Center (OCTC), IDARNG, Boise, Idaho
- Area Development Plans, Camp Carrol, and Camp Denali, AKARNG, Joint Base Elmendorf–Richardson, Anchorage, Alaska
- Master Plan, VAARNG, Fort Barfoot, Virginia

UNIQUE QUALIFICATIONS

- ✓ Earned Certificate of Completion for the Master Planning Advanced Techniques from UVA Department of Defense Master Planning Institute (Dated April 2024).
- ✓ Earned Certificate of Completion for Planning Sustainable Historic Structures (Course 210, 24 CEUs) from UVA Department of Defense Master Planning Institute (Dated April 2024).
- ✓ Lead Planner / Analyst in support of the Office of the Chief of Army Reserves (OCAR) Unaccompanied Personnel Housing Requirements Analysis.
- ✓ Lead facilitator for US Army Installation Management Command (IMCOM) workshops to identify and reduce facility excesses at Army garrisons in Japan, Korea and Fort Cavazos, Texas.



Amanda Clary

Requirements

Amanda is a project leader with 19 years of experience in aviation, logistics management and planning. Amanda combines her focus on problem resolution and resource utilization with her strong experience in team building, process improvement, planning, and customer service to produce results. She is a US Army veteran that served seven years as an Aviation Officer and Logistics Officer with multiple deployments to Iraq and Afghanistan. She served as an Army ROTC Senior Military Science Instructor at Appalachian State University and as a Senior Global Planner for Honeywell Aerospace for five years prior to starting a career with Rubicon Planning, LLC. Amanda provides support in all phases of the Real Property Master Planning process working extensively with the Army's suite of automated Master Planning systems to develop accurate, auditable and relevant requirements for installations and units throughout the Army.

EXPERTISE:

Project Management
Aviation Facilities Planning
Installation- and Project-level Requirements Analyses
Planning Charrette Facilitation
Facility Utilization / Space Optimization Analysis and Planning
Army Master Planning Automated Support Systems

EDUCATION:

BS, Aviation Management

YEARS OF EXPERIENCE: 19

RELEVANT PROJECT EXPERIENCE

- Real Property Planning and Analysis System (RPLANS) Support through Installation Contracts, Multiple Installations Worldwide
- Aircraft Hangar Standards Development (USACE Combat Readiness Support Team)
- Requirements Analyses, Planning Charrettes, and Economic Analyses, Multiple Installations Worldwide
- Air Traffic Control Tower and Airfield Operations Building Standards Development (USACE Combat Readiness Support Team)
- Joint Base Myer-Henderson Hall Installation-wide Requirements Analyses
- Project Lead for Requirements Analyses in support of MDTF stationing actions at Fort Bragg, Fort Carson and Germany
- Project Lead for Requirements Analyses in support of IMCOM for PPP Green Grass requirements

UNIQUE QUALIFICATIONS

- ✓ Earned Certificate of Completion for the Master Planning Advanced Techniques from UVA Department of Defense Master Planning Institute (Dated April 2024).
- ✓ Earned Certificate of Completion for Planning Sustainable Historic Structures (Course 210, 24 CEUs) from UVA Department of Defense Master Planning Institute (Dated April 2024).
- ✓ Lead facilitator for US Army Installation Management Command (IMCOM) workshops to identify and reduce facility excesses at Army Garrisons in Hawaii and Italy.

Installation Master Plan

WVARNG, CAMP DAWSON, WEST VIRGINIA

Size: 8,000 acres | **Cost:** \$375K (fee)

Camp Dawson’s facilities include a state-of-the-art fitness compound, the second largest hotel and conference center in West Virginia, vast training lands, and many new or recently updated live fire ranges, including a modified record firing range, demolition range, small arms range, and a live-fire shoot house. Camp Dawson hosts approximately 130,000 soldiers per year and anticipates 20 to 30 percent growth over the next five years.

The Master Plan is designed to provide a five-year (short-range), six- to 10-year (mid-range) and 11- to 20-year (long-range) look at mission-based facility and infrastructure requirements at Camp Dawson. In addition to a review of the requirements, a full capacity build-out plan is identified and provided, and an illustrative plan siting for future buildings is identified. The Master Plan also provides a suggested phasing for logical growth at the installation for the primary missions of the stakeholders, which includes training and support requirements critical to the organization.

The project team used a collaborative, interactive process that brought together requirements, visioning, capacities, mission capabilities, and short- and long-range development into a single comprehensive plan. The Master Plan was designed to guide this organization now and into the future.

The methodology used to develop the alternatives is based on three possible future scenarios, each considering the pressures on the mission and facilities in the current funding environment and incorporating a full buildout scenario. The alternatives and the vision, goals, and phasing were developed during a five-day onsite charrette that documented the physical environment and improvement possibilities for the site. During the Visioning Charrette, stakeholders categorized aspects of the installation into strengths, weaknesses, opportunities, and threats (SWOT). Participants then voted on the top-priority issues. After this discussion, the stakeholders worked together to develop the vision and goals for the future development. Based on the top-priority SWOT issues and the vision, a weighted matrix was developed and used to rank the three alternatives, resulting in one preferred alternative.

The report presents projects identified during the charrette, based on requirements of the WVARNG and input from the stakeholders and prioritized based on TAG’s input, previous

plans, and mission criticality. Projects are broken down into categories based on the funding type likely to be used.

Low-impact development, stormwater management, and undeveloped open space are other features highlighted to lessen the impact of the built environment across the installation. Strategies were developed to conserve energy, improve energy, and water efficiency, and reduce greenhouse gas emissions.

The main cantonment area of Camp Dawson is bisected by the Cheat River. To gain a general understanding of the degree of flood hazard on the installation, a preliminary investigation study was completed to capitalize on existing data sources to quantify the nature of flood risk at Camp Dawson. The Flood Mitigation Study verified FEMA model inputs – hydrologic data, bathymetry, topography, geology, food characteristics, etc.

The study reviewed FEMA’s hydraulic (Hydrologic Engineering Center’s River Analysis System [HEC-RAS]) model to identify specific issues as it related to the installation and the Master Plan long-term build out. The Camp Dawson Stormwater System Analysis dated August 2010 was reviewed to better understand options that may reduce flooding. The Flood Mitigation Study considers what design options exist and recommendations to mitigate food hazards.

Reference: Larry Baker, WVARNG, 304-561-6458



Installation Master Plan

CAARNG, JFTB LOS ALAMITOS, CALIFORNIA

Size: 1,375 acres | **Cost:** \$492K fee

The IMP for Joint Force Training Base (JFTB) Los Alamitos in California complies with UFC 2-100-01 in order to accurately plan for future requirements at the Joint Multi-Use Training Installation. It started with a project initiation phase that resulted in a detailed work plan, project schedule, and outline of all project deliverables. This led to data collection and site analysis necessary to support the process. Understanding the existing conditions of infrastructure was critical in the development of the Master Plan. Future requirements developed through the process put additional demand on infrastructure which the plan addressed. The team conducted a visioning charrette to determine the basis of planning and concept development for creation of an Installation Mission Statement. The documented Master Plan contains an executive summary which outlines the organizational structure and illustrative plan that provides a high level and general overview of the IMP.

Reference: COL Edward Landrith, 916-854-3516



Installation Master Plan

CAARNG, CAMP ROBERTS, CALIFORNIA

Size: 42,784 acres | **Cost:** \$757K fee

The California Army National Guard (CAARNG) IMP developed a long-term vision and strategy for the cantonment area of the installation, providing options for the most effective and efficient use of the property. Elements of the plan included a phasing and implementation strategy, infrastructure requirements, and options for MILCON programming as appropriate. A broad site development suitability analysis was conducted to ascertain the ultimate development capacity of the property. Issues addressed include: surrounding area influences, access, anti-terrorism/force protection (AT/FP) issues, circulation, military vehicle and privately-owned vehicle (POV) parking, and related environmental considerations. The effort followed the guidance of UFC 2-100-01 and supplemented by NGR 210-20, "Real Property Development Planning for the Army National Guard".

Reference: LTC Beth Soelzer, CAARNG, 916-854-3057



"California Army National Guard has used Mead & Hunt for years on numerous projects from large scale armory renovations, Installation Master Plans to plans and studies. We have been very satisfied with Mead & Hunt's work in every aspect and look forward to working with them on future projects."

- Excerpted from Very Good PPQ

Real Property Master Plan

CTARNG, TRAINING CENTER, CONNECTICUT

Size: 390 acres | **Cost:** \$371K fee

The RPMP presented the existing state of and vision for the Connecticut Training Center (CTC) in a comprehensive and graphic format that can be referenced when expansion or reconfiguration is necessary. The CTC comprises three separate installations: Stones Ranch Military Reservation, Camp Niantic, and East Haven Rifle Range. During a week-long charrette process, representatives of the CTARNG, tenants, and other stakeholders developed a vision, identified issues, and created requirements- and vision-based development alternatives. In addition to a review of the training center requirements, a requirement and needs-based plan was provided, as well as an illustrative siting of future facilities. The IMP also provides suggested phasing for logical growth at the CTC for the primary mission of Readiness Model Training. The plan incorporates sustainable planning as a part of this IMP, in turn leading to lasting developments that meet present mission needs without compromising the needs of future generations. The Installation Master Plan developed a capital investment strategy that provides a template for future projects at CTC.

Reference: CTARNG, CSM David Moorehead, 860-493-2738



Georgia Garrison Training Center Real Property Master Plan

GAARNG, FORT STEWART, GEORGIA

Size: 709 acres | **Cost:** \$377K fee

Georgia Garrison Training Center (GGTC), located in an enclave to Fort Stewart in southeast Georgia, is an Army-recognized Level III National Guard Training Center. This Real Property Master Plan (RPMP) establishes a long-term plan for the site, as well as a process to achieve the installation vision of modern, efficient facilities supporting Georgia soldiers and service men and women from across the country. The report establishes a planning framework with specific, recommended solutions for identified issues and outlines planning standards to create a sense of place and destination that presents a professional image and fosters a supportive working environment. Through a three-day charrette process, representatives of the Georgia Army National Guard (GAARNG), tenants, and other stakeholders developed a vision, identified issues, and created requirements and vision-based development alternatives. The project team completed a detailed requirements analysis using PRIDE real property data and RPLANS ensuring executable projects to inform the prioritization process and see that any goals and objectives were supportable. Through this process, the team was also able to determine the most efficient and effective means of creating a capital investment strategy.

Reference: Johnita Daniel, GAARNG, 678-569-3622



Volunteer Training Site Catoosa Master Plan

TNARNG, TUNNEL HILL, GEORGIA

Size: 46 buildings/structures (roughly 104,832 SF) and 1,629 acres | **Cost:** \$324K (fee)

Mead & Hunt is preparing a master plan for Volunteer Training Site (VTS) Catoosa in northwest Georgia. The plan will establish a framework for prioritizing projects and managing limited State and Federal resources. The intent is to create a long-term development vision and strategy for property use.

The Tennessee Army National Guard (TNARNG) serves both state and federal missions. Both state and federal funding are provided to ensure that the TNARNG is constantly ready to support any mission or need requiring military personnel and equipment. When called by the Governor, the state mission supports civil authorities in the protection of life and property and the preservation of peace, order, and public safety. When called by the President in times of war and national emergency, the federal mission provides trained and equipped personnel and units capable of rapid deployment. The VTS-Catoosa mission statement is to provide state of the art training facilities in support of total force training requirements to sustain operational readiness and exceed mission requirements. Training needs are subject to change soon as the TNARNG embraces the transformation of the military force structure.

The project objectives include laying the foundation for real property management and development reflecting the goals, objectives, plans, and real property requirements of the units and organizations assigned to or supported by the State training site. The new plan will assist management in making decisions regarding efficient acquisition, utilization, and disposal of real property assets and identification of requirements and alternatives for resolving real property deficiencies and excesses.

Reference: Col James C Scates, TNARNG, 615-313-0839



Armory Statewide Readiness Center Master Plan Development Services

ALARNG, MONTGOMERY, ALABAMA

Size: Statewide | **Cost:** \$502K (fee)

Rubicon, in a sub-contractor role, provided detailed facilities and real property requirements analyses to produce a comprehensive, integrated Statewide Readiness Center Transformation Master Plan for the Alabama Army National Guard (ALARNG) and the Alabama Armory Commission.

The Statewide Readiness Center Master Plan articulated the strategy, goals, and objectives for the ALARNG to transition the existing real property inventory and present conditions to support The Adjutant General's desired future status capable of supporting the organizations needs to respond to its state and federal missions.

This planning effort used prior foundational planning products analyzation, documentation and recommendations to explore a viable range of alternatives to fully optimize real property resources for the ALARNG. The planning work included the four key elements required to be addressed by the ALARNG:

The Long Range Component (five-25 year MILCON Project Programming Requirements)

- The Short Range Component (<five years OMNG / FSRM Project Programming Requirements)
- Real Property Environmental Overlays
- A consolidated Capital Investment Strategy identifying and prioritizing future resource requirements.

The requirements analysis (RA) applies a structured approach and process of determining the need or demand for facilities and other real property assets. The methodology encompasses review and analysis of unit stationing plans, inventory analysis and condition assessment, and real property disposition to establish a baseline. Future mission analysis, review of the organizations allocated force structure of authorized personnel and equipment, and the application of space planning primarily from National Guard Pamphlet 415-12 and applicable Army standard design criteria and UFC ensures facilities meet the operational needs of the various assigned missions.

Reference: Christopher Smith, Armory Commission of Alabama, 334-271-7404

Area Development Plans, Camp Carrol and Camp Denali

AKARNG, JOINT BASE ELMENDORF–RICHARDSON – ANCHORAGE, ALASKA

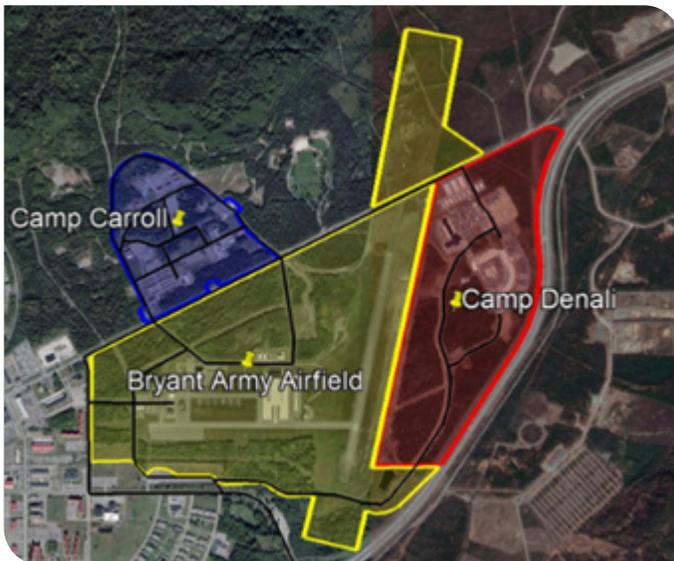
Size: 270 acres | **Cost:** \$148K (fee)

Rubicon was the prime contractor in the production of Area Development Plans for Camp Carroll and Camp Denali, located at Joint Base Elmendorf–Richardson (JBER) in Anchorage.

This project included onsite validation and review of all real property assets, and interviews of each building representative or stakeholder activity. The project included determination of divestiture, future construction, siting, and facility recommendations for tenants and stakeholders at Camp Carroll and Camp Denali. Tasks included walk-throughs and reviews of the Joint Forces Headquarters Buildings, review of all parking, staging, and storage areas, and creation of Real Property Planning and Analysis System (RPLANS) edit information for submission to ARNG G9. The project included utility information and mission-based requirements planning. Throughout the project, onsite and virtual in progress reviews, briefings, interviews, and data calculations were provided to the AKARNG CFMO.

Note: Rubicon Planning was Prime Contractor on this project with a subcontractor local to Alaska. Previously, Rubicon Planning was a subcontractor on another Area Development Plan (ADP) for Bryant Army Airfield (BAAF) AK ARNG located also at JBER.

Reference: Kevin Vakalis, AKARNG, 907-428-4769



Planning Programming Document Charrette

OHARNG, RICKENBACKER READINESS CENTER, OHIO

Size: 54,927 SF | **Cost:** \$15M

Mead & Hunt led a planning and programming document charrette (PPDC) to gather and confirm scope requirements for the proposed FY21 readiness center. During the charrette we met with all stakeholders to establish requirements, resolve conflicts, and generate solutions. In addition, we established the program for the project which required the team to validate the scope, schedule and budget contained in the 1390/91. The PPDC documented the priorities, decisions, and direction provided by the OH ARNG and provides a preferred design solution which meets the required facility areas and costs. The PPDC is the basis of design for the future development of the Rickenbacker Readiness Center.

One of the outcomes of the PPDC was the establishment of the LEED credits the project could obtain within the budget and building authorizations. The primary sustainable features in the proposed facility are optimizing energy performance and enhancing indoor environmental quality. Minimizing energy costs by using high-performing heating, cooling, and ventilating systems, we will save you money while providing a comfortable environment. Enhanced indoor environmental quality was achieved by leveraging natural daylight for lighting, providing good thermal control for occupants, and managing materials during construction to ensure they don't become wet and prone to mildew during installation. These simple but effective strategies along with others will result in a LEED Silver facility that will not only save money in operating costs but will result in a more productive work environment for training our soldiers.

PPDC effort was completed in accordance with the Government's approved updated timeline. Conceptual design was delivered within the Government's budget. All scope items were incorporated into final concept design.

Reference: MAJ Tom Race, OHARNG, 614-336-7400



Vision and Boundary Plan & Real Property Master Plan, Orchard Combat Training Center

IDARNG, BOISE, IDAHO

Size: 148K acres | **Cost:** \$356K (fee)

Rubicon (as Prime and only Contractor) completed a Real Property Master Plan (RPMP) for the Orchard Combat Training Center (OCTC) for the Idaho Army National Guard. The RPMP included:

- Installation Design Guide
- Tabulation of Existing and Required Facilities with a Capital Investment Strategy with recommended actions (Repurposing, Divestiture/Demolition, Acquisition, and others) for all existing and required Real Property Assets
- Range and Maneuver Profile Annex to assist master planning in incorporation of real property assets into the Range Complex Master Plan (RCMP) and to identify mission-based requirements to support training and readiness

The RPMP reflected the intent of the Army National Guard to create a premier Armored Combat Training Center of Excellence at OCTC, and supports sustainability, infrastructure development, and the long-term vision of the IDARNG, NGB, and the Army. This long-term vision includes increasing the training throughput at OCTC by as much as two Brigade Combat Teams (BCTs), an increase of approximately 8,000 soldiers annually.

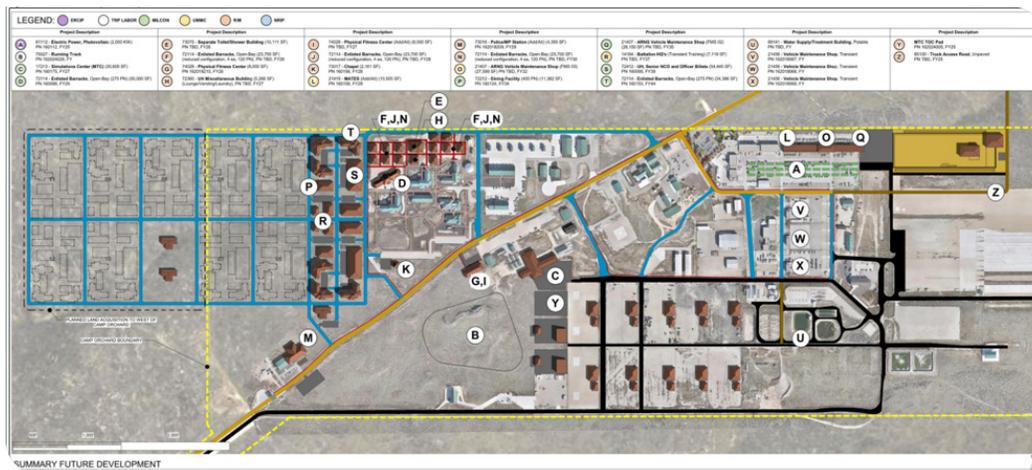
The RPMP included an analysis of the populations and force structure that comprise and train at OCTC, an in-depth review of the facilities and real property assets, and the development of a Vision Plan that addresses the IDARNG Vision, Goals and Objectives, and an evaluation of constraints and opportunities. Unique in this master plan were future additional transient and collective training forces of up to six BCTs to conduct training not recognized as past habitual users. Habitual training units included a foreign national aviation battalion, other multi-national military, and multi-service US Forces. The training profile and cantonment covered five different land parcels and contributed to a significant construction program estimate of over \$841M. The master plan was evaluated and reviewed onsite by ARNG G9 and was approved for implementation in the same year of submission.

Rubicon also provided requirements edit support in the RPLANS for cantonment and training area support facilities throughout the reservation.

The project required eleven onsite visits, interviews, and charrette meetings with ARNG G3, G4 and G9 staff, as well as Army, Air Force and Air National Guard personnel, and local county and regional stakeholders. The plan incorporated the evaluation and use of environmental considerations and on-off use areas.

The project included a railhead site and capacity analysis to manage a battalion-sized force rail operation. The RPMP incorporated aviation training, the development of a forward area refueling and armament site, and unmanned aircraft support facilities.

Reference: MAJ Albert Williams, IDARNG, 208-272-3730



Statewide Master Plan

OHARNG, STATEWIDE, OHIO

Size: 42 separate locations | **Cost:** \$899K (fee)

Mead & Hunt and our partner Rubicon Planning are developing a Statewide Master Plan for 42 Readiness Center locations across the state of Ohio. The plan is examining numerous stationing changes between readiness center locations, determining requirements utilizing criteria in NG PAM 415-12, and providing a disambiguated end state of units and suggested divesting of dilapidated readiness center locations. All of the moves and future projects required by the restationing actions are documented in the Capital Investment Strategy for the state. Further, each remaining location has been examined for recruitability utilizing numerous criteria from census info and state statistics to determine long term feasibility of the locations. A full suite of deliverables have been scoped to include a Vision Plan, Long Range Construction Plan (LRCP), Capital Investment Strategy (CIS), and Geographic Information Systems (GIS) web portal which will host the plan on state servers.

Our team is utilizing a stakeholder driven process that evaluates the existing conditions, establishes a vision, goals and objectives, and results in three solutions which will be costed and compared to ultimately determine the best path forward. Using stakeholder input from the start to the final product ensures buy-in and a feeling of inclusiveness that many plans do not. Stakeholders from the Army National Guard, and various local agencies are included in all steps from inception to evaluation and choosing the best course of action, which will ultimately conclude in accurately costed facilities and missions with executable site plans.

The focus of the study is to provide optional executable Courses of Action (COA) consisting of a siting analysis and parametric cost estimate. During the Charrette the team will facilitate the stakeholder group in numerous exercises to define vision, planning objectives, and set the path forward such as:

- Defined Master Plan Vision Statement
- SWOT-V Analysis
- Site Analysis
- Identification of Pedestrian & Vehicle Circulation and Parking
- Nodes and Paths

The final product describes the planning process, presents an efficient, economic, and functional plan, and provides direction for implementing the plan. The Final Plan is a fully vetted multi-dimensional graphic illustration of all of the elements proposed to occur within the area boundaries and their associated costs in a GIS-Based electronic website for ease of use and reference during critical meetings in the future.

Reference: Hunter Fugger, OHARNG, 614-207-3689



Operational Readiness Training Center

FLARNG, CAMP BLANDING, FLORIDA

Size: 216,871 SF (primary facilities) | **Cost:** \$74M

Mead & Hunt provided planning and design services to construct seven buildings and paving, security fencing, and sidewalk. The project team conducted a design charrette to confirm the program and develop alternatives for the design, ultimately leading to a preferred alternative based on organizational consensus. All subsequent design submittals are in accordance with the requirements of NGR and NG Pam 415-5 and NGR 415-10. The design process includes evaluation of building systems and renewable energy alternatives through Life Cycle Cost Analysis and energy modeling. The complex was designed to be fully electrified in accordance with current DoD, Army, and NGB policy.

The project included design for one transient training battalion headquarters, six transient training Company headquarters, 676 beds of unaccompanied housing and 64 beds for Officer/Senior NCO billets, one battalion support and ration breakdown building, one battalion maintenance shelter, and one transient training dining facility. All facility designs included required roads, curbs, and sidewalks; AT/FP; electronic security systems as required; voice and data communications with structured cabling network systems; AV and public address system; fire protection systems with alarm and integrated mass notification capabilities; and restrooms with showers. All interior finishes included millwork and furniture design and exterior finishes with impact resistant fenestrations and ballistic entryways.

Design comply with all applicable CSI Master Format Divisions, Army Regulations, Unified Facilities Criteria (UFC) and Army National Guard Design Guides. Construction materials and equipment will offer the greatest degree of maintenance-free longevity and operational energy efficiency possible. Facilities were designed for a minimum life of 50 years in accordance with DoD's Unified Facilities Code 1-200-02 and are designed to meet LEED Silver.

Design included all necessary site improvements such as clearing, grubbing, grading, drainage, and storm water management to include environmental permitting, landscaping, and essential utility services inclusive of solar photovoltaic renewable energy systems.

Billeting and administrative facilities included administrative areas, classroom, conference rooms, laundry and facility maintenance, and arms vaults conforming to AR 190-11. The maintenance area included a covered maintenance shelter, rigid paving for military equipment parking, POL/HAZMAT storage, and security fencing.

Reference: Joanne Diz, PE, Florida Department of Military Affairs, 904-823-0460



Bobby Chain Municipal Airport Beddown Feasibility Study

MSARNG, HATTIESBURG, MISSISSIPPI

Mead & Hunt is developing a Beddown Feasibility Study for the Mississippi Army National Guard at Bobby Chain Municipal Airport (HGB) in Hattiesburg, Mississippi. The Plan is being formulated to determine the best placement of Army Aviation Support Facility (AASF), MQ-1C Gray Eagle squadron, and Readiness Center missions directly adjacent to the active runway at HGB. Our team is utilizing a stakeholder driven process that evaluates the existing conditions, establishes a vision, goals and objectives, and results in three solutions which will be costed and compared to ultimately determine the best path forward. Utilizing stakeholder input from the start to the final product ensures buy-in and a feeling of inclusiveness that many plans do not. Stakeholders from HBG, the Army National Guard, and various local agencies are included in all steps from inception to evaluation and choosing the best course of action, which will ultimately conclude in an accurately costed DD 1391 for each of the facilities and missions with executable site plans.

The focus of the study is to provide optional executable Courses of Action (COA) consisting of a siting analysis and parametric cost estimate. During the Charrette the team will facilitate the stakeholder group in numerous exercises to define vision, planning objectives, and set the path forward such as:

- Defined Master Plan Vision Statement
- SWOT-V Analysis
- Site Analysis
- Identification of Pedestrian & Vehicle Circulation and Parking
- Nodes and Paths

Several hands-on exercises follow the introductory presentation, including a strengths, weakness, opportunities, threats, and vision (SWOT-V) analysis, specific to facilities and infrastructure within the COA study area. Stakeholders conduct a site survey in order to verify existing conditions and identify development opportunities.

Using a technique called the Crawford Slip Method, participants respond to a series of questions about the strengths, weaknesses, opportunities, threats, and vision of proposed facilities.

The intent was to inform the Airport and the ARNG as to the likely costs associated with each construction option ensuring



the plan fosters sustainable development through the wise stewardship of natural, cultural, environmental, and built resources by striking a balance through the reduction of miles traveled and subsequent greenhouse gas emissions.

The final product will provide a planning framework conveying the customer's expectations for site, landscaping and architectural treatment. The plan will provide for the definition of program requirements by coordinating the location of buildings, type of construction, vehicular and pedestrian access, parking, open space and other activities or facilities within the area. The final product describes the planning process, presents an efficient, economic, and functional plan, and provides direction for implementing the plan. The Final Plan is a fully vetted multi-dimensional graphic illustration of all of the elements proposed to occur within the area boundaries and their associated costs.

Reference: Matthew Payne, MSARNG, 601-313-6504

SECTION D

PAST PERFORMANCE

The Mead & Hunt team takes great pride in our ability to satisfy our clients, control costs, produce high-quality deliverables, and provide technical expertise with on-time delivery. Our ability to deliver on this promise has resulted in consistent repeat clients and numerous task orders each year under single- and multiple-award federal and state A/E IDIQs. Our record of service shows our ability to successfully manage the execution of multiple, concurrent work orders under our IDIQ contracts. In the past five years, we have completed over 450 projects/task orders for DoD and other Federal agencies. Our staff brings a proven understanding of requirements, policy and regulations. But don't take our word for it: 85% of our CPARS ratings have been "very good" or "exceptional".

PROJECT	OVERALL	COST	SCHEDULE	QUALITY
AFCEC – East Runway Planning Charrette Report Joint Base Andrews, Maryland	Very Good	N/A	Exceptional	Very Good
GAARNG – Georgia Garrison Training Center Master Plan Fort Stewart, Georgia	Very Good	Very Good	Exceptional	Very Good
ALARNG – Alabama Armory Statewide Readiness Center Master Plan (RCMP) Development Services – Montgomery, Alabama	Exceptional	Exceptional	Exceptional	Exceptional
CAARNG – California Sustainability Master Plan – Statewide, California	Exceptional	Exceptional	Very Good	Exceptional
USACE Tulsa District – Repair Center Runway, Planning Charrette Report – Vance AFB, Oklahoma	Exceptional	Exceptional	Exceptional	Exceptional
CAARNG – Installation Master Plan – Camp Roberts, California	Very Good	Satisfactory	Exceptional	Very Good

ceoi

Mead
& Hunt

www.meadhunt.com



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/17/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Holmes Murphy & Associates 2727 Grand Prairie Pkwy Waukee IA 50263	CONTACT NAME: Beau Murray PHONE (A/C. No. Ext): 608-242-2558 E-MAIL ADDRESS: BMurray@holmesmurphy.com		FAX (A/C. No):
	INSURER(S) AFFORDING COVERAGE		
INSURED Mead & Hunt, Inc. 2440 Deming Way Middleton, WI 53562	INSURER A : XL Specialty Insurance		NAIC # 37885
	INSURER B : Zurich American Insurance Company		16535
	INSURER C : American Guarantee & Liability Ins. Co.		26247
	INSURER D :		
	INSURER E :		
INSURER F :			

COVERAGES

CERTIFICATE NUMBER: 351521049

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Cont Liab Per <input checked="" type="checkbox"/> Policy Form/XCU GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC <input type="checkbox"/> OTHER:			GLO138723202	7/1/2024	7/1/2025	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$500,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000 \$
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			BAP138723102	7/1/2024	7/1/2025	COMBINED SINGLE LIMIT (Ea accident) \$2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 0			AUC095226002	7/1/2024	7/1/2025	EACH OCCURRENCE \$10,000,000 AGGREGATE \$10,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	WC138723302	7/1/2024	7/1/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
A	Professional Liability (Claims-Made)			DPR5030749	7/1/2024	7/1/2025	Per Claim: \$10,000,000 Per Aggregate: \$10,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Proof of Insurance

CERTIFICATE HOLDER**CANCELLATION**

Master Certificate

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2015 ACORD CORPORATION. All rights reserved.