Joint Land Use Study Narrative
Naval Air Station Joint Reserve Base Fort Worth

Objectives and Need

The Naval Air Station Joint Reserve Base in Fort Worth, Texas, was first opened as Tarrant Field Airdrome in 1941. Subsequently renamed Fort Worth Army Air Field in 1942, and later Carswell Air Force Base in 1948, the base became the first joint service reserve base in 1994 as part of the Department of Defense’s 1993 Base Realignment and Closure (BRAC) process. Throughout its history, the base has been home to numerous aircraft including the B-24, B-36, B-52, B-58, F-111, and F-16 (all produced there) as well as the current fleet of F-16 (still produced there), F-18, C-130, and C-40 aircraft.

The current mission of the Naval Air Station Joint Reserve Base is “to provide a high quality training environment for active duty and Reserve components of all branches of the Armed Services; to reduce redundancy and overhead by developing joint doctrine and operating procedures that create seamless functionality amongst host and tenant commands in base support and community service programs.”

Throughout its diverse history, the base has been preserved through multiple rounds of Base Realignment and Closure, illustrating the military’s belief that this is a vital and strategic asset that should be sustained as part of our national defense system. The installation is centrally located in the United States, with excellent flying weather and access to numerous amenities in the Dallas-Fort Worth region. This location (within one of the largest urban areas in the United States) provides important benefits for the military, including location at a major transportation hub and accessibility to numerous managed recruiting stations. In addition, the accessibility to nearby goods and services enhances the quality of life for those stationed there.

Seven cities located in close proximity to the installation, and therefore potentially impacted by the activities of the installation, have shown an interest in participating in a Joint Land Use Study. These include: Benbrook, Fort Worth, Lake Worth, River Oaks, Sansom Park, Westworth Village, and White Settlement. (In addition, Tarrant County is expected to participate in the study.) These seven cities have a collective population of approximately 718,300 persons1. Of this population, the 2000 Census indicated that the weighted average per capita income was $18,881, 14% below the average of $21,587 for the nation.

In the Dallas-Fort Worth region, Fort Worth is currently the fastest-growing city, having added 37,000 residents in 2005 alone. And the seven impacted cities are collectively expected to experience approximately 23% growth in population between the years of 2005 and 20302. Because of the sustained high level of growth in the region, continued development pressures surrounding NAS JRB Fort Worth are certain and should be addressed today.

Encroachment today is primarily comprised of residential (both single-family and multi-family) development around the base’s periphery, but includes a variety of nearby land uses:

- Middle-income residential (the average appraised value of the homes within one nautical mile of the airfield is approximately $120,000)
- Commercial development (a mall is located partially in Accident Potential Zone I and is surrounded by ancillary commercial development)
- Institutional developments are located in close proximity to the base (numerous schools are located in the Accident Potential Zones at both ends of the runway).

Height obstructions are generally not a limiting factor but include utility poles, water towers, antennas, and other structures surrounding the base.3

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2 According to demographic forecasts performed by the North Central Texas Council of Governments, http://www.nctcog.org/rs/demographics/forecast.asp
3 Air Installation Compatible Use Zone Update for NAS JRB Fort Worth Texas, July 2002, Table V-1, Southern Division Naval Facilities Engineering Command
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Of particular interest is Lake Worth, a water body which forms the northern boundary of the installation. Development pressure for lakeside residential lots along Lake Worth is increasing, requiring near-term outreach and education for developers to ensure that this inevitable development pattern will, at a minimum, include the provision of noise abatement, and will consider restrictive easements and zoning changes as appropriate.

There are also numerous aviation facilities located within five nautical miles of NAS JRB’s airfield. These include: Fort Worth Meacham International Airport, five medical heliports, several heliports owned by the City of Fort Worth and private companies, and at least two private grass landing strips. Each of these facilities implies potential effects on NAS JRB operations and airspace. In addition, other nearby aviation facilities of significance include Dallas / Fort Worth International Airport, Fort Worth Alliance Airport, and Fort Worth Spinks Airport.

Furthermore, the 2005 Base Realignment and Closure (BRAC) process recommended the following changes for NAS JRB Fort Worth:

- **Gains:**
  - Receipt of aircraft and depot maintenance in support of F/A-18, C-9, and C-12 aircraft from Naval Air Station Atlanta (which will be closed)
  - Relocation of the 8th Marine Corps District from Naval Support Activity New Orleans (which will be closed)
  - Receipt of aircraft and aerial port squadron from Will Rogers Air Guard Station, Oklahoma
  - Relocation of Aeromedical Squadron from Nashville International Airport Air Guard Station
  - Receipt of aircraft from Hill Air Force Base in Utah
  - Establishment of Fleet Readiness Center West Site Fort Worth to assume all workload from the disestablished NAS JRB Aircraft Intermediate Maintenance Department, as well as depot maintenance from Naval Air Depot North Island

- **Losses:**
  - Realign NAS JRB FW by consolidating Navy Reserve Readiness Commands South and Midwest at Great Lakes, Illinois
  - Relocation of base-level F-110 engine intermediate maintenance to Hill Air Force Base in Utah

Comparing these significant mission changes to the rapid population increases being experienced, and the fact that the last update to the NAS JRB Fort Worth Air Installation Compatible Use Zone (AICUZ) study and associated outreach were completed nearly four years ago, it becomes apparent that NAS JRB Fort Worth is ripe for a Joint Land Use Study (JLUS). Development pressure is certain to increase and may threaten to limit training capabilities at the installation. For that reason, it would be ideal to perform this comprehensive planning study now – before further impacts are experienced.

The primary objective of this Joint Land Use Study is the encouragement of compatible development on the land surrounding the installation, including the development of specific recommendations related to noise and safety impacts, incompatible land uses, and limitations on nearby height obstructions. In addition, this study seeks to identify measures to preserve the military’s ability to train at NAS JRB Fort Worth with minimum impact of nearby landowners. These objectives will help to ensure that future development surrounding the installation will be compatible with the installation’s training mission and will help to reduce the operational impacts that the installation has on adjacent land and residents.
**Results or Benefits Expected**

The Joint Land Use Study is seen by the communities surrounding NAS JRB Fort Worth as a vehicle to achieve the following results and benefits: (1) minimize conflicts between the installation and nearby landowners / residents, (2) educate the public and elected officials about the base’s missions, and (3) promote an area-wide approach to making land use decisions.

**Minimize conflicts between the installation and nearby landowners / residents**

The JLUS will encourage participating cities to develop and implement standards which will limit incompatible development around NAS JRB Fort Worth. This will be a win-win situation for both the communities and the installation. The communities win by limiting the number of people living and working in incompatible areas where quality of life could suffer. The installation will win through the preservation of training areas where they do not need to limit training due to noise and safety impacts on their neighbors.

**Educate the public and elected officials about the base’s missions**

As the last few BRAC rounds have changed the face of NAS JRB Fort Worth (and even recommended it for closure in 1991 when it was still known as Carswell Air Force Base), it is likely that the public is unaware of the base’s current mission, operating constraints, and future use. The JLUS process seeks to change that through a meaningful education and outreach campaign.

An important component of this study will be the education of local elected officials regarding encroachment, economic impacts of the installation, and necessary measures to preserve the base as a neighbor. This step will ensure that the JLUS process and results are incorporated into the decisions being made at local, State, and Federal levels.

Outreach activities will include: public meetings, media relations, webpage development / maintenance, newsletters, and briefings for elected officials. These forums as well as open houses and workshops will allow nearby residents to help identify areas of concern, possible redevelopment strategies and abatement measures that are palatable for all study participants.

**Promote an area-wide approach to making land use decisions**

Through the study, it is anticipated that the participating cities will come together to conduct land use planning on an area-wide scale, allowing for a common message to go out to the private sector development community. This study will allow the cities to develop and implement similar standards which will make it easier for developers in the area to understand the special consideration needed in proximity to the installation. The cooperative nature of this land use planning will allow outreach to the development community to be conducted under one voice, enhancing the private sector’s understanding of noise zones, accident potential zones and height obstructions.

It is anticipated that the intergovernmental collaboration begun through the JLUS process will provide ancillary benefits as the study ends and cooperative land use planning continues. The common goal of developing and implementing land development policies will build relationships that will be sustained beyond the scope of the JLUS. This intergovernmental cooperation will become exceedingly important as rapid growth in the region continues. Open dialog between municipalities will assist new residents to be aware of and understand the impact that the base has on the community, from both an economic perspective and a quality of life perspective.

Due to these elements, the JLUS is an important component of the continued viability of the NAS JRB Fort Worth in the midst of heavy development pressure. This study will benefit the community through increased outreach and dialog, within the municipal, development, and citizen communities. The Department of Defense will benefit as solutions are identified to mitigate community development impacts on the base and its training mission, enhancing its preservation potential for the future.
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**Approach**
The approach to be followed in this Joint Land Use Study follows the tentative timeline shown below:

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Work Element</th>
<th>Event</th>
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<tbody>
<tr>
<td>Fall 2005</td>
<td>NAS JRB Fort Worth nominated for JLUS</td>
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<tr>
<td>Spring 2006</td>
<td>Ad hoc committee formed to discuss formal JLUS application</td>
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<tr>
<td>May 2006</td>
<td>Cities adopt joint resolutions in support of JLUS</td>
<td>NCTCOG establishes JLUS website at: <a href="http://www.nctcog.org/jlus">www.nctcog.org/jlus</a></td>
</tr>
<tr>
<td>June 2006</td>
<td>Final Application Submitted</td>
<td>Begin Task 3.0 Data Collection and Mapping</td>
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<tr>
<td></td>
<td></td>
<td>(NCTCOG staff portion)</td>
</tr>
<tr>
<td>July 2006</td>
<td>Grant award announced</td>
<td></td>
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<tr>
<td>August 2006</td>
<td>Solicitation of Requests for Proposals to obtain consultant</td>
<td>Consultant Selection Committee Reviews responses to RFP's; (Consultant Selection Committee to be composed of NCTCOG staff members and two delegates from the JLUS Study Group)</td>
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<tr>
<td>September 2006</td>
<td></td>
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<tr>
<td>October 2006</td>
<td>Consultant selected</td>
<td>Begin Task 3.0 Data Collection and Mapping</td>
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<tr>
<td>November 2006</td>
<td>Notice to Proceed</td>
<td>Task 2.0: Kick-Off Public Meeting #1</td>
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<tr>
<td>December 2006</td>
<td></td>
<td>Complete Task 3.0 Data Collection and Mapping</td>
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<tr>
<td>January 2007</td>
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<td>Begin Task 4.0 Analysis Phase</td>
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<td>February 2007</td>
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<td>Task 2.0: Public Meeting #2</td>
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<tr>
<td>March 2007</td>
<td></td>
<td>Task 2.0: Elected Officials Briefing</td>
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<tr>
<td>April 2007</td>
<td></td>
<td>Complete Task 4.0 Analysis Phase</td>
</tr>
<tr>
<td>May 2007</td>
<td></td>
<td>Complete Task 5.0 Development of Recommendations;</td>
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<tr>
<td>June 2007</td>
<td></td>
<td>Task 2.0: Elected Officials Briefing</td>
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<tr>
<td>July 2007</td>
<td></td>
<td>Task 2.0: Final Public Meeting #3</td>
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<tr>
<td>August 2007</td>
<td></td>
<td>Complete Task 6.0 Final Report</td>
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<tr>
<td>September 2007</td>
<td>Adoption of Final Report by Study Group</td>
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<tr>
<td>Sept 2007 through March 2008</td>
<td>Consultant to provide implementation assistance to local governments; white paper to follow</td>
<td></td>
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</tbody>
</table>
The timeline suggested above could be accelerated or impeded depending on numerous factors. For instance:

- Cooperation amongst the cities to achieve goals and support the spirit of the JLUS could help to achieve consensus earlier in the process, expediting the study's results.
- The study process may be impeded if public meetings / open houses lead to the identification of additional community concerns that will require additional effort to address.
- It is recognized that study participants may disagree on the severity of land use conflicts, the applicability of compatibility standards, and the variability of data such as AICUZ noise information. Any of these issues, if handled improperly, could result in a study delay.

It is anticipated that this JLUS will resemble other JLUS efforts nationwide in most aspects. However, due to the rapid population growth being experienced in proximity to the Naval Air Station Joint Reserve Base Fort Worth, this JLUS effort may result in increased emphasis being placed upon predicted and known future constraints as well as the more common focus on near-term development pressures.
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**Products**  
Deliverables for this JLUS effort will include the following deliverables, as described in the Scope of Work:

- Reports in standard format detailing the hours worked by each participating local government staff member. Standard forms will be developed by NCTCOG for use by all study participants.
- Notices, agendas, and notes from all meetings related to the study.
- Copies of all monthly status reports from consultant to study participants.
- Notes from all elected officials briefings, public meetings, and other outreach activities
- Photos documenting tour series
- Approximately three newsletters
- A JLUS data management system in geodatabase format, downloadable on the JLUS website
- Series of color maps available in PDF format highlighting existing land use constraints and potential future conflicts as described in Subtasks 4.1 and 4.2 above
- Series of maps highlighting the constraints imposed on NAS JRB Fort Worth by nearby aviation facilities as described in Subtask 4.3
- Series of white papers (including maps) discussing existing infrastructure, ground access, future military development anticipated due to BRAC changes, future public development potential, and tax base impact related to NAS JRB Fort Worth and the surrounding communities, as described in Subtasks 4.4 through 4.7 above. These white papers will be designed to function as both stand-alone documents as well as text that is easily included in the Final Report described in Task 6.0.
- Series of brochures describing each land development tool that is recommended in Subtask 5.1. Each brochure will be designed to function as both a stand-alone handout as well as an exhibit to be easily included in the Final Report described in Task 6.0.
- Brochure describing potential changes to military operating procedures for consideration by the leadership at NAS JRB Fort Worth. This brochure will be designed to function as both a stand-alone handout as well as an exhibit to be easily included in the Final Report described in Task 6.0.
- Implementation plan by which all recommendations can be successfully implemented by willing partners as described in Task 5.3 above. This implementation plan will be designed to function as both a stand-alone document as well as text that is easily included in the Final Report described in Task 6.0.
- Notes documenting consultant visits to local governments after the adoption of the Final Report, as described in Task 5.3 above.
- Print copy of Final Report and Appendix in color provided to all study participants including municipalities, study sponsor, DOD OEA, etc.
- Electronic version of Final Report and Appendix in PDF format provided to all study participants and posted on the JLUS website (three CD’s containing all electronic material will be provided to DOD OEA).
- Invoices, payment receipts, contractor documentation and progress reports related to consultant assistance
- Quarterly reports in standard format to document progress to the DOD OEA
- Website content in printed format

It is anticipated that these deliverables will be accessible via the JLUS website at [www.nctcoq.org/jlus](http://www.nctcoq.org/jlus) as they become available.
Procurement Statement

The North Central Texas Council of Governments complies with all procurement standards in accordance with CFR 32 Part 33, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments, Subpart A, General, Section 33.36 Procurement.
Task 1.0  Study Group Support  $ 18,000

This task includes the general oversight associated with the Joint Land Use Study (JLUS), including the conduct of regular JLUS committee meetings and associated staff work to prepare for such meetings.

Anticipated subtasks include the following:

  Subtask 1.1  Provide staff assistance to prepare for, attend, and provide updates at all JLUS committee meetings. This subtask will be accomplished through $9,000 in-kind contribution by local government staff members.

  Subtask 1.2  Ensure that monthly meetings, public workshops, and other events are scheduled. This includes the posting of meeting notices, the compilation of meeting agendas, the reservation of meeting space, the recording of meeting notes, and the distribution of necessary follow-up items. This subtask will be accomplished through $9,000 of federal funds paid to the consultant.

  Subtask 1.3  Provide monthly status reports to all study participants via email. Monthly status reports will include all relevant notes from study meetings, public involvement activities, and related events. These reports will be provided in electronic format to detail work accomplished and funds expended to the participating entities.

Anticipated deliverables include the following:

- Reports in standard format detailing the hours worked by each participating local government staff member. Standard forms will be developed by NCTCOG for use by all study participants.
- Notices, agendas, and notes from all meetings related to the study.
- Copies of all monthly status reports from consultant to study participants.
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**Task 2.0 Stakeholder / Public / Elected Officials Involvement $18,000**

This task includes stakeholder relationship building and public outreach. It is anticipated that this stakeholder relationship building will include tours, elected officials briefings, the development of a website and newsletter to enhance dialogue, and communication to educate residents of the study area about the JLUS process. This task may also include briefings at various City Council, County Commissioners’ Court, and other public forums throughout the study area.

Anticipated subtasks include the following:

Subtask 2.1 Engage stakeholders from various levels of government through briefings including keynote speakers from Federal and State elected offices and military partners. Target audiences will include, but not be limited to:
- City Councils
- Planning and Zoning Commissions
- Economic Development Boards
- County Commissioners’ Courts
- State elected officials
- Federal elected officials

These elected officials briefings will be held approximately three times throughout the course of the study.

Subtask 2.2 Engage stakeholders (including residents and concerned business leaders) in the study area through targeted outreach activities and public meetings, to include briefings by elected officials, military representatives, and local government staffs.

Subtask 2.3 Conduct a tour series to include the following facilities: Naval Air Station Joint Reserve Base (NAS JRB) Fort Worth, nearby neighborhoods impacted by aircraft noise, etcetera. These tours will be conducted for the study group, local elected officials, and local government staffs.

Subtask 2.4 Create newsletters and other outreach materials to engage stakeholders at all levels.

Anticipated deliverables include the following:
- Notes from all elected officials briefings, public meetings, and other outreach activities
- Photos documenting tour series
- Approximately three newsletters
This task includes the collection of all relevant data from participating municipalities, NAS JRB Fort Worth, and other partners such as NCTCOG.

Anticipated subtasks include the following:

**Subtask 3.1** Collection of all data related to land development from each participating municipality. This includes, but is not limited to: zoning, existing and future land use plans, building codes, comprehensive planning documents, et cetera.

**Subtask 3.2** Collection of all relevant data from NAS JRB Fort Worth to include, but not be limited to: Clear Zones, Accident Potential Zones, Air Installation Compatible Use Zones (existing and future as available), training areas, flight paths (existing and future as available), et cetera.

**Subtask 3.3** Collection of ancillary data including, but not limited to: aerial photography; demographic trends; population growth; development pressure; existing noise regulations; public infrastructure; airspace constraints related to nearby aviation facilities; height and hazard information / obstruction data related to FAR Part 77 surfaces surrounding NAS JRB Fort Worth, topographical data, et cetera.

Anticipated deliverables include the following:
- A JLUS data management system in geodatabase format, downloadable on the JLUS website
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**Task 4.0 Analysis Phase**  
$65,000

This task includes the mapping and spatial analysis of data collected in Task 3.0.

Anticipated subtasks include the following:

- **Subtask 4.1** Mapping of data collected in Task 3.0. This will include the compilation of maps showing military operational data (i.e. noise contours, accident potential zones, and NAS JRB boundary, et cetera) in relation to:
  - Existing and future land use plans
  - Existing zoning, subdivision regulations, and building codes
  - Public gathering places such as schools, residential development, shopping centers, places of worship, et cetera.
  - Open spaces adjacent to NAS JRB Fort Worth

- **Subtask 4.2** Spatial analysis of the data collected in Task 3.0 and compiled in Subtask 4.1 to include analysis of:
  - Existing zoning and land use conflicts
  - Military operations (existing and future) versus land use (existing and future)
  - Conservation opportunities related to Title 10 U.S. Code, Section 2684a and applicable Naval Instructions

- **Subtask 4.3** Analysis of existing air facility conflicts related to the proximity of NAS JRB Fort Worth to other aviation facilities.

- **Subtask 4.4** Analysis of existing infrastructure and surface access at NAS JRB Fort Worth.

- **Subtask 4.5** Analysis of future military development potential and its likely impacts on the surrounding communities and land uses.

- **Subtask 4.6** Analysis of future public development potential and its possible impacts on NAS JRB Fort Worth including an analysis of development regulations in each impacted municipality.

- **Subtask 4.7** Analysis of the impact that NAS JRB Fort Worth has on the tax base and economy of the surrounding communities.

Anticipated deliverables include the following:

- Series of color maps available in PDF format highlighting existing land use constraints and potential future conflicts as described in Subtasks 4.1 and 4.2 above
- Series of maps highlighting the constraints imposed on NAS JRB Fort Worth by nearby aviation facilities as described in Subtask 4.3
- Series of white papers (including maps) discussing existing infrastructure, ground access, future military development anticipated due to BRAC changes, future public development potential, and tax base impact related to NAS JRB Fort Worth and the surrounding communities, as described in Subtasks 4.4 through 4.7 above. These white papers will be designed to function as both stand-alone documents as well as text that is easily included in the Final Report described in Task 6.0.
Task 5.0 Development of Recommendations $30,000

This task includes the development of recommendations related to land development in the impacted communities for consideration by local government decision makers. This task also includes the development of recommendations for operational changes to be considered by the leadership of NAS JRB Fort Worth, to include operational changes which may have a positive impact on noise and safety in the communities surrounding the installation without producing any negative mission-related impacts.

Anticipated subtasks include the following:

Subtask 5.1 Identification of policy-level recommendations to guide land development practices in the study area. This will include regulatory and non-regulatory practices in the study area. This will include practices to encourage compatible land uses around the installation including, but not limited to local zoning changes, building code modifications and land use policies.

Subtask 5.2 Evaluation of NAS JRB Fort Worth operating procedures, such as flight paths, climbs, descents, turns, and other characteristics whose modification may be feasible to limit noise and safety impacts on the surrounding communities without affecting mission capability.

Subtask 5.3 Development of an implementation and maintenance plan describing the successful adoption of each of the actions recommended in Subtasks 5.1 and 5.2. This implementation plan will highlight best practices from other JLUS efforts around the country, and will provide suggested timelines to accomplish the changes efficiently and effectively at the local government level. This document will include a plan to maintain the JLUS and participate in ongoing outreach and public involvement, including the development of tools to communicate special operations to the public. This implementation and maintenance plan will include recommendations for funding from interested parties. The implementation plan will be supplemented by consultant visits to local governments for up to six months following the adoption of the Final Report to provide implementation assistance.

Anticipated deliverables include the following:

- Series of brochures describing each land development tool that is recommended in Subtask 5.1. Each brochure will be designed to function as both a stand-alone handout as well as an exhibit to be easily included in the Final Report described in Task 6.0.
- Brochure describing potential changes to military operating procedures for consideration by the leadership at NAS JRB Fort Worth. This brochure will be designed to function as both a stand-alone handout as well as an exhibit to be easily included in the Final Report described in Task 6.0.
- Implementation plan by which all recommendations can be successfully implemented by willing partners as described in Task 5.3 above. This implementation plan will be designed to function as both a stand-alone document as well as text that is easily included in the Final Report described in Task 6.0.
- Notes documenting consultant visits to local governments after the adoption of the Final Report, as described in Task 5.3 above.
This task includes the publication and distribution of a Final Report detailing the data collected and analyzed, the resulting recommendations related to land development and military operations, and the implementation plan by which these recommendations can be successfully put into practice.

Anticipated subtasks include the following:

| Subtask 6.1 | Compilation of maps, recommendations, and implementation plan (developed in Tasks 4.0 and 5.0) into a Final Report format. |
| Subtask 6.2 | Creation of an appendix to the report describing which recommendations have been implemented and which need additional attention. This item will be due approximately six months after the adoption of the full Final Report document described in Subtask 6.1. |

Anticipated deliverables include the following:

- Print copy of Final Report and Appendix in color provided to all study participants including municipalities, study sponsor, DOD OEA, etc.
- Electronic version of Final Report and Appendix in PDF format provided to all study participants and posted on the JLUS website (three CD’s containing all electronic material will be provided to DOD OEA).
Task 7.0 Consultant Management, Grand Administration, and Website Editing $9,000

This task includes the contract management related to consultant assistance, grant administration and website editing to be accomplished by NCTCOG staff using NCTCOG local funds as local match for the grant.

Anticipated subtasks include the following:

Subtask 7.1 Manage / administer the federal grant money received, to include quarterly reports to the Department of Defense (DOD) Office of Economic Adjustment (OEA), and reimbursements in accordance with federal regulations. This subtask includes compliance with regulatory requirements to include reporting and audits.

Subtask 7.2 Oversee consultant contracts related to Tasks 3.0 through 6.0 above. Oversight will include administration of financial agreements through the NCTCOG Executive Board to include cost adjustments, payments to the contractor, reimbursements, and other actions necessary to carry out financial agreements and maintain cash flow on behalf of the participating entities. Oversight will not include NCTCOG Executive Board interference with the objectives, content, or results of the JLUS.

Subtask 7.3 Create and maintain a website to disseminate study information. The JLUS website will be hosted within the NCTCOG website at http://www.nctcog.org/jlus and will be continuously updated as part of this task.

Anticipated deliverables include the following:

- Invoices, payment receipts, contractor documentation and progress reports related to consultant assistance
- Quarterly reports in standard format to document progress to the DOD OEA
- Website content in printed format