

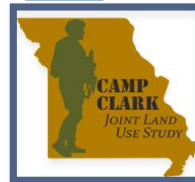
DRAFT

Strengths, Weaknesses, Opportunities, and
Threats (SWOT) Analysis

**Presented for Review by the
JLUS Policy and Technical Committees**

July 17, 2014

**A Joint Land Use Study for Camp Clark and the
Kaysinger Basin Regional Planning Commission**



White & Smith, LLC

Kansas City • Charleston

Benchmark CMR, Inc.

Marstel-Day, LLC

This is not a final document and will be revised based on Steering Committee and Public Input.

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a common strategic planning tool used to evaluate how internal and external factors can affect an organization’s objectives (in this case, compatible land use). The SWOT analysis helps to build the foundation for the recommendations that will be made in the Camp Clark Joint Land Use Study (JLUS). The SWOT analysis will enable Camp Clark and its surrounding region to build on its strengths, minimize its weaknesses, capitalize on opportunities, and avoid potential threats.

A SWOT analysis may address social, physical, regulatory, and/or economic considerations. The “strengths” and “weaknesses” of a SWOT analysis are the internal factors intrinsic to Camp Clark that either assist or limit the facility’s ability to successfully manage encroachment and compatible land use issues. The “threats” and “opportunities” are external factors that are generated by external stakeholders and incentivize action. Table 1 below provides an overview of how these factors apply to Camp Clark, followed by a more detailed description of each SWOT item.

Table 1: SWOT Analysis Overview

Strengths	Weaknesses
<ul style="list-style-type: none"> • Surrounding land uses are largely compatible with military operations. • Camp Clark provides significant economic benefits to its surrounding communities. • Recent upgrades to Camp Clark facilities and infrastructure demonstrate investment in training center’s future utility. • Training center facilities are secure, yet accessible to the community. • There are no significant environmental impacts on training operations. • Camp Clark’s mission is not currently significantly impacted by encroachment threats. 	<ul style="list-style-type: none"> • Existence of limited residential development within noise zones to the east of Camp Clark Training Center. • Camp Clark currently operating a lagoon system for wastewater management.
Opportunities	Threats
<ul style="list-style-type: none"> • Formalize interaction/communication between Camp Clark and its neighbors. • Eliminate wastewater lagoon concerns by linking in with municipal wastewater system. 	<ul style="list-style-type: none"> • No regulatory barriers to incompatible development present in the City of Nevada or Vernon County. • Unknown potential impacts of climate change on operations.

This is not a final document and will be revised based on Steering Committee and Public Input.

Strengths

- **Surrounding land uses are largely compatible with military operations.**

Camp Clark Training Center is generally surrounded by land uses that are compatible with military training and operations. Ninety percent of land around Camp Clark is either agricultural or otherwise undeveloped, and is characterized by very sparsely settled rural residential development. The lack of high density residential and other noise-sensitive land uses (e.g., churches, schools) indicate a high degree of *current* compatibility between military operations at the Training Center and surrounding land uses.

Current conditions also suggest that *future* land use compatibility is likely surrounding Camp Clark. The rural character of the land surrounding the Training Center will likely be maintained and reinforced by poor road access and lack of wastewater infrastructure. Much of the areas to the south, east, and north of Camp Clark are difficult to access due to poor road networks, which would require significant improvements if higher density residential development were to be supported in those areas. The lack of municipal wastewater infrastructure in the areas around Camp Clark – generally seen as growth-inducing infrastructure – and the fact that there are no plans to expand service in that area of Vernon County also contributes to the continued rural character around Camp Clark.

- **Camp Clark provides significant economic benefits to its surrounding communities.**

While Camp Clark does not support a significant number of full-time personnel, it still supports the local economy through the purchase of goods and services, particularly during training rotations. The *Missouri National Guard: 2013 Annual Report* estimates Camp Clark's total economic impact on the surrounding community at \$6.9 million annually. Furthermore, Camp Clark's economic impact has increased nearly 79% since 2011, from \$3.9 million in 2011 to \$6.9 million in 2013. This significant increase may, in part, be attributable to recent facility demolition and upgrades completed on the Training Center. Communicating these local impacts, where they can be quantified, is important for building supportive relationships with the surrounding community and further enhancing Camp Clark's value to the region.

- **Recent upgrades to Camp Clark facilities and infrastructure demonstrate investment in training center's future utility.**

Camp Clark has recently demolished more than 60 outdated structures originally built in the 1920s, making way for new facilities to support future mission growth as needed. The training center is also in the process of burying utility lines, making its energy network less susceptible to the effects of wind, ice, and powerful storms. These significant updates to the infrastructure on Camp Clark demonstrate the Missouri Army National Guard's commitment to maintaining Camp Clark as a valuable training center within the state.

- **Training center facilities are secure, yet accessible to the community.**

Camp Clark is surrounded by installation fencing and is supported by a staffed security gate at the main entrance to the installation. This level of security helps to ensure that training can take place without being impeded by unauthorized access by trespassers. While the security measures are in place, many installation facilities and areas are available to the public when not actively used by units training on the site. The general public may come aboard Camp Clark to hunt or to use installation buildings for a nominal fee; the installation's swimming pool may also be rented out for private events. Local law enforcement personnel and Missouri Department of Conservation employees have also used the site for field training. This willingness to "open the gates" to the community helps to support positive community relations between Camp Clark and its neighbors.

- **There are no significant environmental constraints on training operations.**

At this time, there are no federally recognized threatened or endangered species or other environmental concerns that prohibit any training activities on Camp Clark. According to the Camp Clark Integrated Natural Resources Management Plan (INRMP), training operations have few adverse effects on the natural resources at Camp Clark and, likewise, the presence of natural resources requires no extraordinary precautions, limitations, or restrictions. Camp Clark's value as a training site is enhanced because its training space is largely unimpeded by environmental constraints.

- **Camp Clark's mission is not significantly impacted by encroachment threats.**

Largely because of these strengths, Camp Clark is currently conducting a majority of its missions without significant encroachment threats. In areas where encroachment threats exist, the installation has mitigation or management measures largely in place. However, as seen in the "weaknesses" and "threats" section of this SWOT analysis, current success will not guarantee future success without additional engagement, management, and mitigation.

Weaknesses

- **Existence of limited residential development within noise zones to the east of Camp Clark Training Center.**

Residences are generally defined as being incompatible with potential noise impacts from training operations found in some noise zones. There are some sparsely developed areas, particularly to the east of the training center, that are within the noise zones, with one residence in Noise Zone III (i.e., the higher impact noise zone). While there have not been any identified issues arising from this perceived incompatibility, it will be important to monitor any additional development within the surrounding noise zones.

- **Camp Clark currently operating a lagoon system for wastewater management.**

Camp Clark currently uses a three-cell aerated lagoon to treat its wastewater. The major environmental concern in wastewater lagoons is the potential leakage to groundwater. There are also other disadvantages associated with lagoon management systems, including the odor and amount of land needed to operate a lagoon. While the lagoon has been permitted by the National Pollutant Discharge

Elimination System, the Missouri Department of Conservation is still encouraging Camp Clark to make alternate arrangements for its wastewater management.

Opportunities

- **Formalize interaction/communication between Camp Clark and its neighbors.**

While Camp Clark enjoys a positive relationship with its neighbors, no formal channels of communication or recurring outreach opportunities currently exist. Establishing formal mechanisms for communication will allow Camp Clark, the City of Nevada, Vernon County, and other partners (e.g., industry groups, Missouri Department of Conservation) to regularly communicate and coordinate on issues of mutual concern, including potential mission changes associated with Camp Clark, regional development proposals, infrastructure plans, transportation improvements, water quality issues, and potential planning and zoning changes. “Formal” interaction may take the form of a Memorandum of Understanding (MOU), a recurring collaborative working group, the establishment of a military advisory committee within the Chamber of Commerce, or other mechanism that requires participation by multiple parties.

- **Eliminate wastewater lagoon concerns by linking in with municipal wastewater system.**

Camp Clark has the opportunity to eliminate the environmental and management concerns associated with operating its wastewater lagoon by linking in with the City of Nevada’s municipal wastewater treatment system. While there have been discussions in the past between Camp Clark and the City of Nevada concerning the extension of wastewater infrastructure to the Camp Clark property, this discussion has stalled in recent months. Significant details, such as how and whether Camp Clark can pay for infrastructure improvements off of installation property, still need to be addressed.

Threats

- **No regulatory barriers to incompatible development present in the City of Nevada or Vernon County.**

As identified in the “strengths” section above, Camp Clark is currently surrounded by land uses that are generally compatible with mission operations. Current conditions such as low demand and lack of adequate infrastructure also make it unlikely that incompatible high-intensity growth around the installation will occur unchecked. However, there are no established regulatory barriers in place to prevent such development should the conditions change or be mitigated. While the City of Nevada has zoning regulations, the Vernon County does not have zoning and offers few opportunities for Camp Clark to “have a say” in the development proposed around the installation. Without some sort of regulatory mechanism in place to allow for greater input into proposed development, Camp Clark may be left powerless in the face of potential incompatible growth, where conditions to support it in the future.

- **Unknown potential impacts of climate change on operations.**

Climate change has long been identified as a potential concern for operational and installation sustainability. The threat of increased temperatures, drought events, and increased storm frequency and severity has far-reaching implications for both Camp Clark and the neighboring communities. These potential climate-induced effects have the potential to impact Camp Clark's facilities and infrastructure, in turn hindering the installation's ability to effectively perform operations and mission-related training. To date, there have been no studies or analyses completed to forecast the potential impacts of climate change on Camp Clark operations or to identify potential climate adaptation or mitigation opportunities that the installation could undertake with the surrounding region.

DRAFT