



FORT ORD REUSE AUTHORITY

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BASE REUSE PLAN POST-REASSESSMENT ADVISORY COMMITTEE MEETING

2:00 P.M. MONDAY, OCTOBER 28, 2013

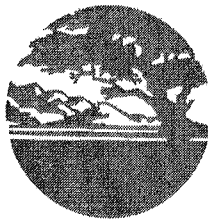
920 2nd Avenue, Suite A, Marina CA 93933 (FORA Conference Room)

AGENDA

1. **CALL TO ORDER AT 2:00 PM**
2. **ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**
3. **PUBLIC COMMENT PERIOD**
Members of the audience wishing to address the Fort Ord Reuse Authority (FORA) Post-Reassessment Advisory Committee (PRAC) on matters within the jurisdiction of FORA, but not on this agenda, may do so during the Public Comment Period. Public comments are limited to three minutes. Public comments on specific agenda items will be heard under that item.
4. **APPROVAL OF MEETING MINUTES**
 - a. October 23, 2013 PRAC meeting minutes ACTION
5. **OLD BUSINESS**
Base Reuse Plan Post-Reassessment Colloquium Planning ACTION
 - I. Review revised Fort Ord Background document
 - II. Review revised overarching questions
 - III. Provide direction on proposed colloquium format/scheduling
 - IV. Provide feedback on draft colloquium bi-fold
 - V. Provide feedback on draft colloquium program
 - VI. Consider next steps
6. **ITEMS FROM MEMBERS**
7. **ADJOURNMENT**

NEXT PROPOSED MEETING: Tuesday, November 12, 2013 at 2:00 pm

For information regarding items on this agenda or to request disability related modifications and/or accommodations please contact the Deputy Clerk by 5:00 p.m., one business day prior to the meeting. Agendas are available on the FORA website at www.fora.org.



FORT ORD REUSE AUTHORITY

BASE REUSE PLAN POST-REASSESSMENT ADVISORY COMMITTEE MEETING MINUTES

12:00 p.m., Wednesday, October 23, 2013 | FORA Conference Room
920 2nd Avenue, Suite A, Marina, CA 93933

1. CALL TO ORDER AT 12:00 P.M.

Confirming a quorum, Fort Ord Reuse Authority (FORA) Board of Directors Chair Jerry Edelen called the meeting to order at 12:07 PM. The following people attended:

Committee Members

Dr. Tom Moore, MCWD
Gail Morton, City of Marina
Jerry Edelen, City of DRO
Victoria Beach, City of Carmel
-by-the-Sea
Jane Parker, County of Monterey
4th District
Andre Lewis, CSUMB

Other Attendees

Michael Houlemard, FORA
Steve Endsley, FORA
Jane Haines, member of the public
Graham Bice, UCMBEST
Scott Waltz, member of the public
Jonathan Garica, FORA

2. PLEDGE OF ALLEGIANCE

Jonathan Garcia, Senior Planner, led the pledge of allegiance.

3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

Jonathan Garcia noted email correspondence from Graham Bice related to the background document.

4. PUBLIC COMMENT PERIOD

None.

5. APPROVAL OF MEETING MINUTES

MOTION: Committee member Jane Parker moved, seconded by Committee member Victoria Beach, to accept the October 9, 2013 meeting minutes as presented.

MOTION PASSED: unanimous.

6. OLD BUSINESS

Base Reuse Plan Post-Reassessment Colloquium Planning

- I. Review revised Fort Ord Background document
- II. Provide feedback on draft overarching questions for panels
- III. Provide direction on proposed colloquium format/scheduling
- IV. Provide feedback on draft colloquium flyer/brochure

V. Consider next steps

Senior Planner Jonathan Garcia provided a summary of the staff report and changes to the background document. Committee members provided feedback on the draft Fort Ord Background document, the draft Overarching Questions, and the proposed colloquium format/scheduling. Member of the public Jane Haines suggested that additional edits to the background document.

Next steps included recirculating the Fort Ord Background document and overarching questions with the requested changes and preparing a draft bi-fold and draft program for the colloquium event. The next PRAC meeting was scheduled for October 28, 2013 at 2:00 PM.

7. **ITEMS FROM MEMBERS**

None.

8. **ADJOURNMENT**

The meeting was adjourned at approximately 1:47 pm.

Minutes prepared by Jonathan Garcia.

DRAFT

**FORT ORD REUSE AUTHORITY
POST-REASSESSMENT ADVISORY COMMITTEE (PRAC) REPORT**

OLD BUSINESS

Subject: Base Reuse Plan Post-Reassessment Colloquium Planning

Meeting Date: October 23, 2013

Agenda Number: 5

ACTION

RECOMMENDATION

- i. Review revised Fort Ord Background document;
- ii. Review revised overarching questions;
- iii. Provide direction to staff on proposed colloquium format/scheduling;
- iv. Provide direction on draft colloquium bi-fold;
- v. Provide direction on draft colloquium program; and
- vi. Consider potential next steps in the colloquium planning process.

BACKGROUND

At its last six meetings, the PRAC coordinated and discussed colloquium planning with CSUMB, reviewed and discussed the four discussion topics previously approved by the FORA Board, provided direction on the proposed colloquium format/scheduling, provided feedback on the list of potential colloquium speakers, provided additional direction on subtopics, provided feedback on a draft Fort Ord Background and panelist questions documents, and provided direction to staff on next steps.

DISCUSSION

i. Review revised Fort Ord Background document— One of the next steps identified at the previous PRAC meeting was circulation of the revised Fort Ord Background document. This document is included in **Attachment A** to this report.

ii. Review revised overarching questions— Another next step included revisions to the draft overarching questions. This document is included in **Attachment B** to this report.

iii. Provide direction to staff on proposed colloquium format/scheduling— The modified proposed schedule is presented as **Attachment C** to this report.

iv. Provide feedback on draft colloquium bi-fold— Committee members requested that a draft colloquium bi-fold be provided for review at the next PRAC meeting. This item will be provided at Monday's meeting.

v. Provide feedback on draft colloquium program— Committee members requested that an initial draft of the colloquium program be provided for review at the next PRAC meeting. This item will be provided at Monday's meeting.

Staff notes that **Attachments A, B, and C** are attached as drafts. Committee feedback/direction on these draft documents will assist colloquium planning efforts.

FISCAL IMPACT

Staff time for this effort is included in the approved annual budget. The \$56,725 in Colloquia budget was approved by the Board on September 13, 2013 and is included in the approved FY 13-14 budget for the Base Reuse Plan Post Reassessment.

Fort Ord Background

Fort Ord is located in Northern Monterey County generally between the cities of Monterey to the Southeast and Salinas to the Northeast. It borders Monterey Bay to the West and extends from the City of Monterey in the South to the City of Marina in the North and to the Salinas River to the East encompassing 45 square miles and covering over 28,000 acres.

The Fort Ord closure announcement occurred in 1991, generating a mixture of disruption, economic impacts and excitement about potential reuse. The Army base had been part of the history of Monterey County on the Monterey Peninsula since 1917. Within months, the local community initiated meetings to discuss recovery from the significant closure impacts by creating a "vision" for reuse. The meetings included broad community participation including residents, businesses, government, special districts, and others. From those meetings, the community agreed that reuse should focus on Education, Environment, and Economic Development ("the three E's of Fort Ord Reuse").

Fort Ord Reuse Authority

State legislation created the Fort Ord Reuse Authority (FORA) in 1994 to oversee the civilian reuse and redevelopment of the former Fort Ord military base. It is FORA's responsibility to complete the planning, financing, and implementation of reuse as described in the 1997 adopted FORA Base Reuse Plan. The state legislation established 13 voting and 10 ex officio nonvoting members on the FORA Board. The state legislation also established unique powers and duties for FORA, including preparation of a Base Reuse Plan to be the official local plan for all public purposes and requiring the FORA Board to certify that local jurisdiction's general plans, zoning, and project entitlements applicable to lands on the former Fort Ord are consistent with the Base Reuse Plan, some of which include:

- ~~1. preparation of a Base Reuse Plan, which would be the official local plan for all public purposes;~~
- ~~2. consistency determination process requiring the FORA Board to certify or refuse to certify local jurisdictions' general plans; and~~
- ~~3. consistency determination process for zoning ordinances, zoning district maps, project entitlements, and other implementing actions;~~

California State University Monterey Bay

When Congress decided to shut down Fort Ord, the local community proposed a portion of the base be converted into a university. In June 1994, California State University Monterey Bay (CSUMB) opened for business. August 28, 1995 marked the first day of classes, and as CSUMB's pioneer alums can attest, the campus was still a bit rough around the edges. Even so, then-president Bill Clinton paid a visit to the university's opening dedication ceremony.

The campus now has grown from an enrollment of 650 students in 1995 to more than 5,700 students in the fall of 2013. The CSUMB campus comprises approximately 1,350 acres with portions in the City of Seaside to the south, City of Marina to the north, and County of Monterey to the west. CSUMB still faces challenges involved with the removal of abandoned military buildings on its property, but it has

continued to become more of a campus of choice for state students. They are attracted by outstanding programs in marine science, business, film studies and other academic areas, and by undergraduate research opportunities that set CSUMB apart from its peers.

The university has become an increasingly important economic asset for the community as well, as it enhances programs that serve agriculture and the hospitality industry, two cornerstones of the Monterey County economy. In assessing Fort Ord development proposals, university leaders have advocated for the development of knowledge-related businesses that would create high-wage jobs and would benefit by proximity to a thriving CSU campus. CSUMB is an economic engine in the economic reuse of former Fort Ord that continues to offer unique opportunities.

UC MBEST Center

A central part of the Fort Ord Base Reuse Plan is the development of a University Research Park, envisioned as a primary source of job generation. Under the base closure, the University of California received approximately 1,100 acres of land at the former Fort Ord for research and development purposes. A total of 600 acres is managed as open space habitat by the UC Natural Reserve System. The remaining 500 acres has been planned for development under the 1996 Master Plan for the Monterey Bay Education, Science, and Technology (MBEST) Center, which originally envisioned development of 4.4 million square feet of primarily research and development space. Infrastructure for the heart of the MBEST Center campus has been constructed, and the MBEST Center Headquarters, housing the Marina Technology Cluster R&D incubator program has been constructed. As a result of an extensive regional visioning process in 2011 that evaluated the market conditions for R&D development in the area, the university is contemplating reducing the footprint of the MBEST Center campus to the 70 acres currently served with infrastructure. This would make the remaining 430 acres available to spur other job-generating development activities. To facilitate further development of R&D activities on the MBEST Center campus, the university is seeking to work collaboratively with teaching and research institutions throughout the Monterey Bay region.

1997 Fort Ord Reuse Plan

The 1997 Fort Ord Reuse Plan broadly defines the types of uses that can occur on the former Fort Ord and designates general areas where the different uses can occur. It is similar to a city or county general plan. FORA does not plan and approve individual development projects — that responsibility and authority lies with the land use jurisdictions (cities and county) that receive the property. FORA has the responsibility to assure all approved jurisdiction land use projects are consistent with the Base Reuse Plan, through a "consistency determination" process mandated by the State of California.

The Fort Ord Reuse Plan provides a wide range of uses — education; residential; visitor-serving; recreation; open space; habitat conservation for endangered species of plants and wildlife; retail, office, commercial and light industrial; and areas for community service facilities. The Plan requires improvements that must occur and mitigations for uses that will occur — such as replacement of old infrastructure including water and sewer systems, roads, utility and communication systems, and other

infrastructure that is either antiquated, sub-standard or both. In addition, the Plan mitigations include improvements to support regional transportation and transit systems and a reclaimed water distribution network.

The Plan also requires that large areas for habitat conservation and management be set aside, and it requires removal of unexploded ordnance and munitions, as well as remediation of lands formerly used for military purposes. FORA has assumed a basewide obligation for removal of certain existing military structures, such as World War II era barracks and storage buildings.

Table 1 Land Uses in 1997 BRP

Land Use Summary from 1997 BRP	Acres
Habitat Management	17,179
Parks & Open Space	2,014
Visitor Serving	808
Public facilities (incl. military)	1,072
CSUMB	1,292
Presidio of Monterey/POM Annex	782
Rights of Way	1,161
Business Park, Light Industrial, Office, R&D, Retail, Residential	3,571
Total	27,879

2012 Base Reuse Plan Reassessment Report

In 2012, FORA commissioned a reassessment study which compared the policies, programs and projections in the 1997 Fort Ord Base Reuse Plan with conditions at Fort Ord as they actually existed in 2012. The study's results were compiled into an extensive Final Reassessment Report (see <http://www.fora.org/BRPReassessment.html>). The 2012 Reassessment Report concludes that actual population growth has been significantly lower than projected in 1997 (pg. 3-93).

Colloquium

In 2013, California State University Monterey Bay and the FORA Post Reassessment Advisory Committee, with the agreement of the FORA Board, chose four topics to examine at a colloquium to be held in December 2013. Experts from different areas of the U.S. will present their expertise on the four topics:

- economic development (includes subtopics of political process, market forecasting, universities as economic engines, getting retail right, attracting employers, and finding the ideal job mix),
- design guidelines as an economic amplifier (includes subtopics of design character being an economic amplifier, balance in the political process, community charrettes, and form-based code),
- blight removal (includes subtopics of blight removal financing solutions and broken windows case study), and

- national monument as an economic catalyst (includes subtopics of leveraging the economic benefit of the National Monument designation, incorporating the National Monument in City & County planning, and Recreation/Open Space Connections).

The hoped-for outcome of the colloquium is that local decision-makers and the public acquire a shared knowledge-base applicable to the broad topic of economic development, and from that shared knowledge base agree on strategies for successful economic development of Fort Ord during the remaining six and a half years until FORA is scheduled to sunset.

The colloquium is not intended to be focused on local Fort Ord issues. Rather, it is to provide generalized background knowledge about the four topics which local decision makers can draw from in their subsequent consideration of a unified vision for the successful reuse of the former Fort Ord.

Reuse Challenges/Statistics

Delay, restrictions, and economic conditions are probably the most important and costly factors affecting reuse of the former Fort Ord. Given that financial and real estate markets fluctuate over time, finding strategies that weather market shifts is critical.

Job availability and creation is also a regional challenge. As business costs rise, it becomes more difficult to attract and maintain investors and businesses in the region. Below are two tables providing general Fort Ord facts and comparing 1997 growth projections with the situation today.

Table 21: General Fort Ord Facts

Item	Data
Base Realignment and Closure Round for Fort Ord	1991
Fort Ord population in 1991	31,270
Year soldiers left the base	1994
Former Fort Ord size	27,827 acres
Active duty military jobs relocated from closure	13,500
Civilian jobs misplaced/lost from closure	4,500
2013 jobs estimate	3,799
2007 CSUMB Campus Master Plan target	12,000 FTE students

Table 32: 1997 Base Reuse Plan Projections compared to 2013 Status

1997 Base Reuse Plan Projections for 2015	Fort Ord in 2013
37,000 population	12,500 population
18,000 jobs	3,799 jobs
11,000 housing units	4,476 housing units (additional 4,700 entitled units)
Estimated 3,000,000 SF of commercial space	Estimated 660,000 SF of commercial space

Blight Removal

One of the greatest challenges to base reuse has been removal of dilapidated and highly vandalized blighted buildings on former Fort Ord. Hazardous materials found in the buildings have increased the estimated removal costs significantly. In a number of locations, the building removal costs may exceed the residual land value. Within the CSUMB campus, after adaptively reusing certain buildings, it was found that rehabilitating more of the remaining former military buildings in place would be more costly than removing them and building new facilities.

As a basewide obligation, the BRP includes the removal of building stock to make way for redevelopment in certain areas of the former Fort Ord. The FORA Board established policy regarding building removal obligations with adoption of the FY 01/02 CIP. That policy defines FORA obligations and has been sustained since that time. For example, one of FORA's obligations includes some City of Seaside Surplus II buildings. The policy fixes the overall FORA's funding obligation to Surplus II at \$4M, and the City of Seaside decides which buildings to remove. The FORA Board additionally established criteria to address how the building removal program would proceed at Surplus II: 1) buildings must be within Economic Development Conveyance parcels; 2) building removal is required for redevelopment; 3) buildings are not programmed for reuse; and, 4) buildings along Gigling Road potentially fit the criteria. When the City of Seaside, working with any developer, determines which buildings should be removed, FORA would forego a portion of land sale proceeds in an amount commensurate with actual costs up to \$4M (December 1996 Reimer Associates Fort Ord Demolition Study). All jurisdictions have been treated in a similar manner but have widely varying building removal needs that FORA does its best to accommodate with available funds. As per Board direction, building removal is funded by land sale revenue and/or credited against land sale valuation. Two MOAs have been finalized for these purposes:

1) In August 2005 FORA entered into an MOA with the City of Marina Redevelopment Agency and Marina Community Partners ("MCP"), assigning FORA \$46M in building removal costs within the Dunes on Monterey Bay project area and MCP the responsibility for the actual removal. FORA paid \$22M and MCP received credits of \$24M for building removal costs against FORA's portion of the land sale proceeds. FORA's building removal obligation was completed as agreed by the City of Marina and MCP in 2007. Nearly half of the approximately 1,000 buildings to be removed remain on site awaiting for development to proceed.

2) In February 2006 FORA entered into an MOA with Monterey County, the Monterey County Redevelopment Agency and East Garrison Partners ("EGP"). In this MOA, EGP agreed to undertake FORA's responsibility for removal of certain buildings in the East Garrison Specific Plan for which they received a credit of \$2.1M against FORA's portion of land sale proceeds. Building removal in the East Garrison project area is now complete. Since this agreement was made, the property was acquired by a new developer who is complying with the financial terms of the MOA.

Table 43: Blight Removal Facts

Item	Data
Years blighted buildings constructed	Early 1900's to late 1980's
Primary building materials	Wood and concrete structures
Primary hazardous materials	Asbestos and lead-based paint
Estimated number of WWII wood structures removed by FORA	500
Estimated building square feet within 500 structures	4,000,000
FORA's recycling rate	90%

Estimated number of buildings removed by CSUMB since 2003	260
CSUMB's recycling rate	90% or greater
Number of former Army buildings reused for academic and administrative purposes at CSUMB	58
Number of apartment units reused at CSUMB	1,219
Estimated buildings to remove at CSUMB	59
Estimated buildings involving FORA-funded removal	500
Estimated buildings in Army housing areas to be removed and replaced	500
Estimated buildings outside of CSUMB, FORA, and Army's obligations to be removed	250
Estimated buildings remaining to be removed	1,309

Table 54: Fort Ord National Monument-Facts

<u>Item</u>	<u>Data</u>
<u>Date established</u>	<u>April 20, 2012</u>
National Monument size in acres	14,651
National Monument acres currently managed by BLM	7,205
National Monument acres currently managed by US Army until future transfer to BLM in approx. 2020	7,446
Number of miles of trails accessible to public	86
Historic Landmark	Juan Bautista de Anza National Historic Trail
Recreation opportunities	Hiking, horseback riding, mountain biking, photography, and other nature enthusiast activities

Table 6: Design Guidelines

<u>Item</u>	<u>Data</u>
<u>Date of Base Reuse Plan (BRP) Adoption (BRP included Community Design Vision)</u>	<u>June 13, 1997</u>
<u>BRP Design Principle 6</u>	<u>Adopt Regional Urban Design Guidelines</u>
<u>Date of Highway 1 Design Corridor Design Guidelines Adoption</u>	<u>April 8, 2005</u>

Current major projects

Military Housing (Army) - During the Fort Ord base closure process, the U.S. Army retained certain properties for its own use. A partnership between the U.S. Army and the development firm, Clark-Pinnacle, to rebuild the Ord Military Community (the Residential Communities Initiative), was formed. This resulted in approximately 300 new residential units replacing old existing units for military personnel. ~~—“RCI”) located just north of Seaside Highlands, exemplifies new housing creation for locally assigned military.~~

Marina Heights (Marina) (Entitled in 2004, not yet built)- This entitled residential project on 248 acres intends to provide 1,050 single-family and townhomes within the City of Marina’s portion of the former Fort Ord. This project has no commercial elements.

The Dunes (Marina) (Entitled in 2005, partially built, 108-unit apartment complex under construction)- Designed in phases, this City of Marina mixed-use retail, commercial and residential project on 291 acres is planned for the following uses: 1,237 housing units, 500 new hotel rooms, 760,000 SF in Office, and 570,000 SF in retail. Phase I is still in progress. However, a portion of phase I retail was completed in 2007 (approximately 360,000 SF).

Seaside Resort (Seaside) (Entitled in 2005, 1 unit built) - This project on 373 acres includes two the former Army golf courses, 330 hotel units, 170 timeshare units, and 125 residential units.

East Garrison Village (County) (Entitled in 2006, 65-unit apartment complex built, 30 units under construction)- This entitled 1,470-unit planned community on 244 acres will provide a variety of single-family homes, apartments, and townhomes; recreational and community areas; and an artist live-and-work “downtown” residential and visitor-serving area. The project includes approximately 40,000 SF in retail.

Questions for Economic Development

Subtopics: Attracting Employers, Optimizing Job Mix, and Optimizing Retail

- What are some effective strategies to attracting employers to our community?
- What role can the university play as an economic catalyst?
- What are some characteristics of good and bad job mixes?

Questions for Economic Development

Subtopics: Political Process and Anticipating the Market

- Recognizing the many challenges and opportunities to promote economic growth in communities, what are some examples of political processes that helped sustain economic growth?
- What market trends can be expected to influence our communities in terms of job growth, housing, consumer spending, government spending, and so forth?
- How do you anticipate these market trends to change over the next five years?

Questions for Design Guidelines

Subtopics: Design Character as an Economic Amplifier and Political Process – balancing common design character over multiple jurisdictions

- What are some examples of design character becoming an economic amplifier for a community?
- How might our community use design character to reap similar benefits?
- What are some examples of common design character being implemented over multiple jurisdictions? How did common design elements succeed despite diverging opinions?

Questions for Design Guidelines

Subtopics: Cutting Edge Planning Tools – Community Charrette and Form Based Codes

- What is a Community Charrette? What are its benefits?
- How might we best use the Community Charrette planning tool?
- What are Form Based Codes? What are their benefits?

Questions for Blight Removal

Subtopics: Broken Windows Case Study and Financing Solutions

- What is the broken windows case study? Have other communities applied it and found similar results?

- How might our community improve upon similar previous efforts?
- What are the financial challenges to completing blight removal in communities?

Questions for Fort Ord National Monument

Subtopics: Catalyst for Economic Development, How to incorporate in City and County Planning, and Recreation/Open Space Connections

- What are some examples of a National Monument that has fostered economic growth in a community? How can we capitalize on the National Monument asset to stimulate economic development?
- How can City and County planning incorporate the National Monument asset?
- How can communities effectively create recreation/open space connections into the National Monument asset?

DRAFT

Attachment C to item 5
PRAC meeting, 10/28/13

Time	Item	Length	Person
PRE-DAY 1	Opening reception 7:00 pm	0:45	TBD
DAY ONE	12-Dec-13		
8:00 AM	-- COFFEE --	0:30	
8:30 AM	President Ochoa et al	0:30	
9:00 AM	Political Process/Base Reuse	0:15	Jennifer Ott
9:15 AM	Market Forecasting	0:15	Craig Seymore
9:30 AM	Universities as Economic Engines	0:15	Larry Samuels
9:45 AM	Moderated Q&A	1:00	Moderator President Ochoa
10:45 AM	-- BREAK --	0:15	
11:00 AM	Maximizing property tax return	0:15	Peter Katz
11:15 AM	Innovation Clusters	0:15	Larry Samuels
11:30 AM	Attracting Employers	0:15	Mary Jo Waits
11:45 AM	Key Infrastructure/Broadband	0:15	Bud Colligan/David Spaur
12:00 PM	"Lunch with an expert"	1:30	
1:30 PM	Moderated Q&A	1:00	Moderator TBD
2:30 PM	-- BREAK --	0:15	
2:45 PM	Blight Financing Solutions	0:15	Jim Musbach
3:00 PM	Broken Windows Case Study	0:15	Katie Timmerman
3:15 PM	Moderated Q&A	1:00	Moderator Lenny Segal
4:15 PM	Adjournment to Networking/Social Event	0:45	

DAY TWO	13-Dec-13		
8:00 AM	-- COFFEE --	0:30	
8:30 AM	Introductions	0:15	
8:45 AM	Design Character as Economic Amplifier	0:15	Chuck Bohl
9:00 AM	Balance in the Political Process	0:15	Rick Cole
9:15 AM	Community Charrettes	0:15	Bill Lennertz
9:30 AM	Form-Based Planning	0:15	Victor Dover
9:45 AM	-- BREAK --	0:15	
10:00 AM	Moderated Q&A	1:00	Moderator TBD
11:00 AM	-- BREAK --	0:15	
11:15 AM	N. Monument as Economic Catalyst	0:15	Ben Alexander
11:30 AM	Incorporating Monument in City & County	0:15	Doug Farr
11:45 AM	Recreation/Open Space Connections	0:15	TBD
12:00 PM	"Lunch with an expert"	1:30	
1:30 PM	Moderated Q&A	1:00	Moderator Kent Glenzer
2:30 PM	End of Colloquium	1:30	
4:00 PM	FORA Board meeting	1:30	
5:30 PM	End of Board Meeting	0:00	