



Fort Ord Reuse Authority

920 2nd Avenue, Ste. A, Marina, CA 93933
Phone: (831) 883-3672 • Fax: (831) 883-3675 • www.fora.org

BOARD OF DIRECTORS MEETING
Friday, March 9, 2012 at 3:30 p.m.
910 2nd Avenue, Marina, CA 93933 (Carpenter's Union Hall)

REVISED AGENDA

1. CALL TO ORDER AND ROLL CALL

2. PLEDGE OF ALLEGIANCE

3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE

- a. University of California (UC) Monterey Bay Education, Science, and Technology (MBEST) Center Stakeholder's Visioning Process – Final Results Update
- b. Letter from California Military Base Reuse Coalition to State Legislators

4. PUBLIC COMMENT PERIOD: Members of the audience wishing to address the Fort Ord Reuse Authority ("FORA") Board 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 a maximum of three minutes. Public comments on specific agenda items will be heard at the time the matter is under Board consideration.

5. CONSENT AGENDA

- a. February 22, 2012 FORA Board meeting minutes ACTION
- b. UCMBEST Center Stakeholders Visioning Group Commitment Letter ACTION

6. OLD BUSINESS

- a. Base Reuse Plan reassessment consultant selection – 2nd Vote ACTION
- b. California Central Coast Veterans Cemetery – Support AB 1842 ACTION
- c. Resolution in Support of a National Landscape Conservation System designation for former Fort Ord habitat lands ACTION

7. NEW BUSINESS – none

8. EXECUTIVE OFFICER'S REPORT

- a. Outstanding Receivables INFORMATION
- b. Administrative Committee Report INFORMATION
- c. Finance Committee – report INFORMATION
- d. Habitat Conservation Plan INFORMATION
- e. Executive Officer's Travel Report INFORMATION

9. ITEMS FROM MEMBERS

10. CLOSED SESSION

Public Comment – Closed Session Items

- a. Real Property Negotiations (Gov Code 54956.8)
Property: Preston Park - APN 031-201-027 and APN 031-201-028
Principal Negotiator: Michael Houlemard (with FORA Board Negotiators)

- b. Conference with Legal Counsel - Existing Litigation (Gov Code 54956.9) – 2 Cases
 - i. Keep Fort Ord Wild v. Fort Ord Reuse Authority, Case Number: M116438
 - ii. Keep Fort Ord Wild v. Fort Ord Reuse Authority, Case Number: M114961

11. ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION

12. ADJOURNMENT

FORT ORD REUSE AUTHORITY BOARD REPORT

ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE

Subject:	University of California (UC) Monterey Bay Education, Science, and Technology (MBEST) Center Stakeholder's Visioning Process – Final Results Update	
Meeting Date:	March 9, 2012	INFORMATION
Agenda Number:	3a	

RECOMMENDATION:

No action recommended.

BACKGROUND/DISCUSSION:

At the March 12, 2010 FORA Board meeting, UC Santa Cruz ("UCSC") Chancellor George Blumenthal spoke regarding the university's re-examination of their former Fort Ord parcels' reuse plans. UCSC intended to maintain the University of California Monterey Bay Education, Science, and Technology Center ("UC MBEST") Center on approximately 70 of its 500 development acres, but was rethinking its plans for the peripheral 430 acres. Over the next nine months, several regional stakeholder working group meetings were held, resulting in a recommendation for UCSC to initiate a visioning exercise in March 2011. The visioning exercise was conducted with the assistance of Barry Long of Urban Design Associates and included representatives from UCSC, the 17th Congressional District, FORA, City of Marina, County of Monterey, and higher education institutions throughout the Monterey Peninsula. The stakeholder's group met over a period of six months from March to August 2011 to make recommendations regarding the future vision for UC MBEST lands. The final MBEST visioning stakeholder's meeting was held on February 24, 2012 at which point the stakeholders presented their final report.

Attached please find the Executive Summary (**Attachment A**) to the UC MBEST Visioning Process Final Report.

FISCAL IMPACT:

Reviewed by FORA Controller 

FORA representatives and UC representatives jointly funded the costs of a consultant contract 40/60 to the respective decision making bodies. FORA paid 40% of the consultant costs up to \$50,000, while UC paid 60% of the consultant costs.

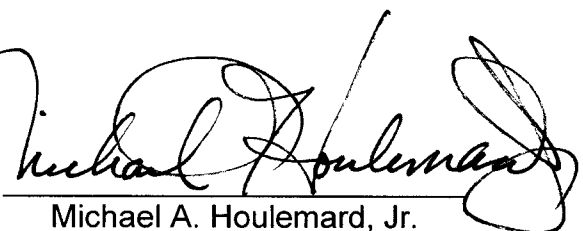
COORDINATION:

UCSC, UCMBEST, 17th Congressional District, City of Marina and County of Monterey

Prepared by


Lena Spilman

Approved by


Michael A. Houlemard, Jr.

17 November, 2011

UC Monterey Bay Education, Science, and Technology Center Visioning Process

Former Fort Ord | California



Prepared for

UC Santa Cruz
Ford Ord Reuse Authority

Prepared by

U R B A N D E S I G N A S S O C I A T E S
Urban Community Partners
Urban Community Economics

1. Executive Summary

In 1994 the University of California (UC) obtained approximately 1,100 acres of land at Fort Ord, 500 acres of which became the University of California Monterey Bay Education, Science, and Technology Center (UC MBEST Center), operated by the UC Santa Cruz campus. Despite high aspirations, market demand for the Center has failed to meet expectations. Over the course of the last ten years UC engaged in two unsuccessful attempts to partner with a master developer. UC Santa Cruz Chancellor Blumenthal announced in March 2010 that UC intended to shrink the footprint of the Center and consider alternative uses for peripheral lands. In response to a request from Congressman Sam Farr, a group of stakeholders was assembled to discuss and make recommendations regarding a future vision for UC MBEST Center lands. UC Santa Cruz and the Fort Ord Reuse Authority (FORA) hosted a series of facilitated stakeholder meetings. This report summarizes the stakeholders' recommendations.

The sustaining vision for the UC MBEST Center remains valid: regional stakeholders continue to believe that the development of a university-related research park is vital to future economic development. Further, stakeholders continue to value collaboration and alliances among and between private businesses, government agencies, education and research institutions, and policy makers. However, the stakeholders generally agree on an updated approach that includes; a) adjusting the campus scale, b) seeking and securing anchor tenants, c) completing entitlements on UC MBEST Center lands, d) considering transactional alternatives and e) making peripheral lands attractive for near term development. Maintaining the vision while identifying course adjustments will establish a clear path forward.

The "Visioning" process started in March 2011, with interviews with Congressman Sam Farr, UCSC Chancellor George Blumenthal, FORA Chair Dave Potter, County Supervisor Jane Parker, and Marina Mayor Bruce Delgado.



The process, which resulted in final recommendations in August, engaged not only these leaders, but also stakeholders and voluntary participants throughout each step. At the same time the consultant team created baseline market and development assessments. These studies provide insight into the UC MBEST Center's strengths and weaknesses. The Center includes many assets such as its UC Santa Cruz affiliation, existing/subsidized infrastructure, proximity to universities and community colleges that can create a skilled labor force, and business incubator services. Additionally, it is located in the Monterey Bay Crescent, a world center for education and research. Yet, ongoing challenges to development include the lingering economic recession, incomplete entitlements, a potentially cumbersome project approval process, lack of an anchor tenant, and limited resources. Current restrictions on the eligibility of tenants under the UC MBEST Center Master Plan and the UC Santa Cruz campus process for approving tenants is another challenge.

RECOMMENDATIONS

The "Visioning" process resulted in a series of recommendations that are described in the following topics.

Vision for Moving Forward

Stakeholder input reinforced the desire to see economic activity at the UC MBEST Center dramatically speed up. Further discussions resulted in stakeholders recommending a variety of measures to this end, including reevaluating market potential, pursuing a catalyst tenant, incorporating recognized elements for success, and lifting restrictions on peripheral lands. Stakeholders agreed that new development will need to balance the original research vision with changes in the marketplace. Stakeholders generally agreed that the UC MBEST Center should be thought of as a more broadly defined university research park, although changes to the name were not discussed that might reflect this broader reach.

UC Transactional Options

Private sector developers perceive the development process at the UC MBEST Center to be more complicated than in other competing business parks in the region such as The Dunes on Monterey Bay (The Dunes). This perceived complexity is the result of three factors: 1) incomplete entitlements for UC MBEST Center development; 2) statutory requirements that land be sold via an auction process; and 3) involvement of both City/County and UC approval processes. Alternative options were discussed in evaluating how to best put the UC MBEST Center on comparable footing with competing business parks. UC has at least three transactional options moving forward including the status quo (with minor modifications), partnership with a Redevelopment Agency, and formation of a new entity. Related issues were also explored, from timing considerations to resource implications.

Peripheral Lands

Each UC MBEST Center parcel has a unique set of development and market opportunities and challenges. The UC MBEST Center Master Plan, which currently governs two parcels, stipulates that development will be for a university-affiliated research and development park. Stakeholders concurred with the UC Santa Cruz Chancellor's conclusion that there is insufficient market demand to extend this form of development to the UC MBEST Center's additional three parcels, which would take decades to build out. The consensus was that some lands be considered peripheral and to the extent possible made attractive for near-term development. Educational and R&D uses will still be welcomed on all lands, but other job-generating uses should also be allowed, consistent with the FORA Base Reuse Plan.

Intended Outcomes

All Parties agreed on the following intended outcomes:

- » UC's presence continues to be valued. Stakeholders recommend that UC retain control of the UC MBEST Center.
- » The local institutions of higher education should be invited to explore the establishment of an advisory group to help guide the UC MBEST Center.
- » UC should actively seek new UC MBEST Center tenants and work to streamline the approval process.
- » UC Peripheral lands may be used in the near term for economic development opportunities.
- » UC may be expected to retain and utilize reasonable revenues for development.

Next Steps

This section lists recommendations for a series of next steps to encourage positive discussion moving forward.

These steps include:

1. Convene a special Working Group meeting to explore potential federal initiatives.
2. Convene a meeting between UC Santa Cruz and the California State University at Monterey Bay (CSUMB) to explore uses of the Eighth Street parcel.
3. Invite local institutions of higher education to collaborate in providing guidance to UC Santa Cruz for future development of the UC MBEST Center and to establish a process for expanding the range of potential research uses.
4. Seek funding for entitlements and additional water resources.
5. Complete entitlements.

FORT ORD REUSE AUTHORITY BOARD REPORT

ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

Subject: Letter from California Military Base Reuse Coalition to State Legislators

Meeting Date: March 9, 2012

Agenda Number: 3b

INFORMATION

RECOMMENDATION:

Receive a Fort Ord Reuse Authority ("FORA") Chair Dave Potter signed letter from the California Military Base Reuse Coalition to State Legislators (**Attachment A**).

BACKGROUND:

With the AB 26x Dissolution Act and subsequent Supreme Court decision nullifying the AB 27x voluntary opt-in program came the loss of local economic development tools for military base reuse. Working with the California Military Base Reuse Coalition, the attached letter was crafted in an effort to bring FORA's voice to the table and remind legislators of the importance of assisting the needs of closed military bases. This letter has gained broad support and will be sent by most, if not all, of the affected base closure communities.

DISCUSSION:

A CA Assembly Local Government Committee hearing has been scheduled for March 7, 2012. The Coalition has requested that all supporting letters be submitted by March 5th so they can be distributed prior to the hearing. Due to the time-sensitivity of this item, the FORA Executive Committee approved sending the letter at their meeting on March 1, 2012.

An electronic copy of the letter has been sent to all FORA land use jurisdictions for their support and submittal as well. FORA is hopeful that the jurisdictions recognize the urgency and importance of sending the letter in order to convey the local communities' support of FORA's redevelopment efforts.

FISCAL IMPACT:

Reviewed by FORA Controller 

Staff time for this item is included in the approved FY 11-12 budget.

COORDINATION:

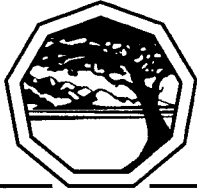
Executive Committee, California Military Base Reuse Coalition

Prepared by 

Crissy Maras

Approved by 

Michael Houlemard



FORT ORD REUSE AUTHORITY

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March 2, 2012

Attachment A to Item 3b

FORA Board Meeting, 3/09/2012

The Honorable Darrell Steinberg
Senate President Pro Tempore
State Capitol, Room 205
Sacramento, CA, 95814

The Honorable Bob Huff
California State Senate
State Capitol, Room 305
Sacramento, CA, 95814

The Honorable John A. Perez
Speaker of the Assembly
State Capitol
Sacramento, CA, 95814

The Honorable Connie Conway
California State Assembly
State Capitol
Sacramento, CA, 95814

Dear State Legislators:

The California Military Base Reuse Coalition respectfully asks for your support for the continued revitalization of abandoned military bases. With the AB 26x Dissolution Act and subsequent Supreme Court decision nullifying the AB 27x voluntary opt-in program came the loss of local economic development tools for military base reuse. Most of the vacant former bases in California have been left in jeopardy.

Our communities have been faced with huge economic challenges with about 30 military base closures which previously served as dynamic economic engines that historically provided high-quality, family-supporting jobs to civilian and military personnel. The abandonment of these military bases left large areas of fallow land that have deteriorated and depleted economic growth.

Decisions about replacement economic development tools for closed military bases merit careful review. The ability to use local tax increment is imperative to move forward and provide opportunities, such as low and moderate income housing, job growth, public-private partnerships and to revitalize these closed military bases with productive and unique economic development opportunities.

We, as a coalition of cities that are responsible for abandoned military bases, need your help to provide tools to create economic opportunities on these bases. Private investment is necessary, but not sufficient, to revitalize these vacant military base properties (lack of infrastructure and required environmental remediation are just a few of the challenges unique to military base reuse projects). Local communities have been resourceful in development partnerships. These partnerships are jeopardized with the loss of tax increment financing.

It is imperative that we maintain development authority over these bases and utilize existing methods of development to transform these resources into jobs and housing for our community. This means:

- Use local tax increment – Our communities have earmarked future funding sources, including local, state, federal and private funding, as well as tax increment, towards the development of the former bases. It is important to maintain these resources for the development our communities wish to see.
- Retain local economic development authority – We have the capacity to grow our surrounding economy, but with the dissolution of redevelopment agencies, the progress we have made to date is in jeopardy. We respectfully request your support to reinstate local development tools to revitalize these areas.
- Rehabilitate and mitigate abandoned property – Many of these abandoned military bases sit on potential prime real estate. However, many of these properties need significant remediation of hazardous materials, basic road, sewer, water and other infrastructure investments, as well as housing and business development to become fully integrated into our surrounding communities. These bases represent a great economic opportunity with community, regional and statewide benefits.
- Improve the Tax Base for all – Abandoned military property has no (or little) property tax value, so there is no (or little) property tax revenue for any agency to lose. Reinstating economic development tools for closed military bases will increase future property tax dollars and other economic value to the State and local communities. Reinstating tax increment financing and other development tools will help transform otherwise fallow land into jobs, housing and economically thriving assets.

It is important not to lose sight of the opportunities we have available right now to revitalize thousands of acres of abandoned military bases. Only through the tools offered by redevelopment efforts have the base closure communities been able to make progress toward revitalization. Now, they face overwhelming challenges with the changes to local economic development authorities. We believe that by maintaining local control and by retaining the authority to develop these military bases, we will best serve the interests of our cities, regions, and the State.

Sincerely,

Dave Potter, Chair
Fort Ord Reuse Authority



Fort Ord Reuse Authority

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BOARD OF DIRECTORS BOARD MEETING

Wednesday, February 22, 2012 at 4:00 p.m.

910 2nd Ave, Marina (Carpenter's Union Hall)

Minutes

1. CALL TO ORDER AND ROLL CALL

Chair Potter called the Board Meeting to order at 4:05 p.m.

Voting Members Present:

Chair/Supervisor Potter (County of Monterey)
1st Vice Chair Mayor Edelen (City of Del Rey Oaks)
Mayor McCloud (City of Carmel by the Sea)
Mayor ProTem O'Connell (City of Marina)
Councilmember Brown (City of Marina)

Councilmember Selfridge (City of Monterey)
Supervisor Parker (Monterey County)
Mayor ProTem Kampe (City of Pacific Grove)
Mayor Pendergrass (City of Sand City)
Councilmember Oglesby (City of Seaside)

Absent:

Supervisor Calcagno (Monterey County), Mayor Donahue (City of Salinas), Mayor Bachofner, City of Seaside

Ex-Officio Members Present:

Cristal Clark (15th State Senate District)
Nicole Charles (27th State Assembly District)

Graham Bice (University of California)
Ken Nishi (Marina Coast Water District)

Absent:

Congressman Sam Farr (17th Congressional District)
Senator Blakeslee (15th State Senate District)
Assemblymember Monning (27th State Assembly District)
Dr. Margon (University of California)
Kevin Saunders (California State University)
Dr. Garrison (Monterey Peninsula College)
Dr. Shepard (Monterey Peninsula Unified School District)

Hunter Harvath (Monterey-Salinas Transit District)
Pamela von Ness (United States Army)
Debbie Hale (Transportation Agency of Monterey County)
COL Clark (United States Army)
Gail Youngblood (Fort Ord BRAC Office)
Howard Gustafson (Marina Coast Water District)

2. PLEDGE OF ALLEGIANCE

Chair Potter led the Pledge of Allegiance.

3. ACKNOWLEDGEMENTS/ANNOUNCEMENTS, AND CORRESPONDENCE

Executive Officer Michael Houlemard noted that several Board Members were unable to attend the meeting due to scheduling conflicts. He extended staff's appreciation for those who had been able to reorganize their schedules in order to attend. Chair Potter concurred.

Mayor McCloud addressed the Board as a representative of the Monterey Peninsula Chamber of Commerce. She introduced Jody Hansen, Executive Director, and Jim Tunney, recent recipient of the Chamber's Public Official of the Year Award. Mayor McCloud announced that Mr. Houlemard

had been unanimously selected as the 2011 Ruth Vreeland Memorial Public Official of the Year Award recipient. Mr. Houlemard would be formally acknowledged at the Monterey Peninsula Chamber of Commerce Annual Awards Dinner on March 24, 2012. Ms. Hansen offered her congratulations to Mr. Houlemard. Chair Potter stated that the distinction was well deserved and noted that Ruth Vreeland had been the personification of enthusiasm and love of public service.

4. PUBLIC COMMENT

Denise Turley asked that a copy of the January 13, 2012 Board meeting minutes be provided to her. She stated that the draft minutes reflected inaccuracies that she would like to see corrected. Chair Potter replied that the minutes had been approved at the February 10, 2012 Board meeting and that Staff would provide a copy to her.

5. CONSENT AGENDA

- a. February 10, 2012 FORA Board minutes
- b. February 10, 2012 FORA Board meeting minutes

Mr. Houlemard stated that the final minutes from the February 10, 2012 Board meeting would include memos from both Mayor Pro-Tem O'Connell and FORA Counsel Jerry Bowden, as requested by Mayor Pro-Tem O'Connell.

Supervisor Parker suggested that her comments under item 6b had been mischaracterized and suggested that the text "discussed the implications of the legal opinion represented in the memo" be replaced with "raised questions about the characterization of the code section referenced in the legal memo."

Mayor McCloud recused herself, as she had not been present at the February 10, 2012 meeting. Councilmember Brown did the same.

MOTION: A motion was made, seconded, and approved to accept the minutes as amended.

VOTE: Aye: Potter, Edelen, O'Connell, Selfridge, Kampe, Pendergrass, Bachofner, Oglesby.

Abstain: McCloud, Brown

6. OLD BUSINESS

a. Preston Park Two Party Management Agreement Consideration (2nd Vote)

Senior Planner Jonathan Garcia discussed staff answers to a series of questions presented by the City of Marina regarding the Preston Park Management Agreement, which had been included in the Board packet. He emphasized that the original 3-Party Management Agreement prescribed a 2.5 percent compensation for Alliance Communities, Inc., the same amount prescribed in the proposed 2-Party Management Agreement. Mr. Houlemard stated that the management fee in the new Agreement would be the same as in the former Agreement.

Denise Turley suggested that consideration be given to Alliance Communities, Inc. employees who lived on site, and therefore also qualified as tenants. She noted that the rent schedules provided did not include a formula. She asked that Staff ensure the Tenant Grievance Procedure be approved in its final form.

MOTION: Mayor Edelen moved, seconded by Mayor Pro-Tem Kampe, and the motion passed to authorize the Executive Officer to execute a Preston Park Management Agreement with Alliance Communities, Inc.

**VOTE: Aye: Potter, Edelen, McCloud, Parker, Selfridge, Kampe, Pendergrass, Bachofner, Oglesby.
No: O'Connell, Brown**

b. Base Reuse Plan Reassessment – Consultant Selection

Associate Planner Darren McBain described the Base Reuse Plan Reassessment consultant selection process. He explained that in January 2012 Staff had issued a Request for Qualifications (RFQ) for the project. Staff had received responses from two planning firms, AECOM and EMC Planning Group. Each firm had assembled a team consisting of a primary planning firm working with sub-consultants to provide additional expertise. Panel interviews were held on February 6, 2012 and the panel agreed that both candidates were well qualified. The panel voted 4 to 1 in favor of AECOM. Staff then conducted reference checks and held a second round of interviews with FORA Staff. Staff felt that both firms responded well and affirmed the panel's original selection.

Supervisor Parker noted that the scope of work did not include environmental review, which had been included in the RFQ. Mr. McBain replied that with the RFQ, Staff had attempted to be as inclusive as possible. However, CEQA was not considered to be a component of the current scope of work. Mr. Houlemard stated that staff had been regularly meeting with groups interested in the outcome of the reassessment process and had made a conscious effort not to prejudice the outcome. He added that the second phase of the process would be the completion of any required environmental review, which would likely take place in the next fiscal year. Supervisor Parker agreed that it was not possible to know how extensive the CEQA process would be until the extent of the reassessment had been determined. She clarified that the timeline provided did not include environmental review. Mr. Houlemard stated it did not.

Mayor Edelen stated the panel interview comments communicated the panel's view that a non-local firm could provide a higher degree of objectivity than a local firm. He inquired as to why more consideration had not been given to the importance of hiring a local firm that was familiar with the area. Mr. McBain emphasized that Staff was presenting the panel's recommendation, not their own. His impression had been that the locality of the firms in question was not a major factor used by the panel in their decision making process.

Councilmember Oglesby stated that he had interpreted the comments similarly to Mayor Edelen. He indicated a desire to see public interest community groups included in the public outreach process.

Councilmember Selfridge stated that EMC Planning Group had performed the original Base Reuse Plan, about which there had been no complaints. She inquired as to whether the panel had shown any special preference to them based on the fact that they were a local firm. Mr. McBain stated that had not been one of the qualifications listed in the RFQ.

Mayor McCloud stated that given the limited number of applicants, the Board should have reviewed the candidates rather than a panel. She inquired as to the items received from each applicant included in the Board packet and the members of the interview panel. Mr. Houlemard stated that the members of the panel had been Nick Chiulos, County of Monterey, Christine Di Iorio, City of Marina, Lisa Brinton, City of Seaside, Daniel Dawson, City of Del Rey Oaks, and Elizabeth Caraker, City of Monterey. Mayor McCloud felt that the Board did not have enough information to make a determination and requested that staff provide a side-by-side comparison of the two applicant firms.

Mayor Pro-Tem Kampe inquired as to the bid prices received from each firm. Mr. Houlemard stated that it had been a qualification based process, but that the scope of work would be negotiated within the \$250,000 budgeted for this year. He added that staff anticipated additional work would be needed for the next fiscal year.

Mayor McCloud suggested that a local firm's familiarity with the area could potentially translate into a cost savings. Mr. Houlemard stated that the panel had found both advantages and disadvantages to familiarity.

Ralph Rubio, member of the Carpenters Union, indicated his support for a local hiring preference. He agreed that the suggestion of a side-by-side comparison of the two firms would be useful.

Ron Cheshire, Monterey-Santa Cruz Building Construction Trades Council, stated that his organization would like to be included as a FORA stakeholder. He emphasized the need to utilize local businesses as much as possible.

Frank Lambert, agreed with comments made regarding the need for local preference.

Michael Groves, President of EMC Planning Group, addressed the Board. He stated that his firm was very proud of the work that they had done on the original Base Reuse Plan and that they were enthusiastic about taking on the Base Reuse Plan Reassessment. He discussed the challenges in completing the original Plan. He emphasized that although each member of their team had experience on current or previous FORA projects, they would have no difficulty in remaining objective.

Bill Wiseman, RBF Consulting, stated that RBF was a local consulting group and proposed to work with AECOM to complete the Base Reuse Plan Reassessment. He listed the FORA projects that RBF Consulting had been involved with over the previous 15 years. As a former EMC Planning Group employee, he had helped to prepare the final EIR for the original Base Reuse Plan. He stated that AECOM would provide significant base closure experience, as well as a fresh perspective. He emphasized the need for an organized approach to the stakeholders and recommended the implementation of a customized Community Participation Plan from the outset of the project.

Adena Friedman, AECOM, stated that AECOM had a great deal of base reuse experience throughout the state. She discussed AECOM's qualifications and briefly introduced the various members of the AECOM team.

Erin Harwayne, Denise Duffy and Associates, introduced herself as the current Project Manager for the FORA Habitat Conservation Plan EIR. She noted that Denise Duffy and Associates would act as a sub-consultant to EMC Planning Group on the Base Reuse Plan Reassessment and stated that it was important that the team chosen for the project have local experience and knowledge.

Mayor Edelen stated that EMC Planning Group had done good work on the original Plan and indicated his support for their selection. He acknowledged that there would likely be a lot of opposition during the Base Reuse Plan Reassessment process and felt that EMC Planning Group's expertise would allow them to hit the ground running.

Mayor Pendergrass agreed. He stated that he had known the EMC Planning Group since 1978 and had great respect for them. He felt that a fresh perspective would only be useful in the case of a new Base Reuse Plan and indicated his opposition to the panel's decision.

Councilmember Oglesby felt that the Board should make the final decision regarding the selection of a consultant. He emphasized the importance of transparency and trust and indicated his support for the selection of EMC Planning Group.

MOTION: Supervisor Parker moved, seconded by Mayor Pro-Tem O'Connell, to authorize the Executive Officer to negotiate and enter into a phase I contract with the consulting firm AECOM to perform the Base Reuse Plan reassessment work, not to exceed \$250,000.

Supervisor Parker explained that both firms had strong local components. She stated FORA could utilize AECOM's expertise to address the unfulfilled population and job growth projections from the original Base Reuse Plan. She expressed concerns regarding the objectivity of EPS, a sub-consultant of EMC Planning Group.

Mayor Pro-Tem Kampe stated that he did not yet have enough information to reach a conclusion. He stated that a fresh perspective could be advantageous, but shouldn't be considered a factor unless the basis for its necessity could be articulated. He stated track record was an important criterion, and

noted that AECOM appeared to have been an original participant in the development of the original Base Reuse Plan, but later abandoned the project. He requested more information regarding that, and other, issues.

Chair Potter stated that EMC Consulting Group was both experienced and well qualified.

VOTE: A voice vote was taken, AYE: (Parker, O'Connell, Brown) NAY (Edelen, Potter, Pendergrass, McCloud, Selfridge, Oglesby, Kampe). The item failed.

MOTION: Mayor Pro-Tem Kampe moved, seconded by Mayor Edelen, to authorize the Executive Officer to negotiate and enter into a phase I contract with EMC Consulting Group to perform the Base Reuse Plan reassessment work, not to exceed \$250,000.

VOTE: A voice vote was taken. AYE (Edelen, Potter, Pendergrass, McCloud, Selfridge, Kampe) NAY (Parker, Oglesby, O'Connell, Brown). The item did not achieve a unanimous consent vote and therefore must come before the Board for action at the next meeting.

7. ITEMS FROM MEMBERS

No items were received.

8. CLOSED SESSION – the Board adjourned into closed session at 5:07 p.m.

- a. Real Property Negotiations (Gov Code 54956.8)
 - Property: Preston Park - APN 031-201-027 and APN 031-201-028
 - Principal Negotiator: Michael Houlemard (with FORA Board Negotiators)
 - Under Consideration: Price and Terms of Payment Mediator's Recommendation with City of Marina

The Board adjourned into open session at 5:32 p.m.

ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION: The Board provided instructions to the Negotiating Committee and staff.

9. ADJOURNMENT: Chair Potter adjourned the meeting at 5:34 p.m.

FORT ORD REUSE AUTHORITY BOARD REPORT

CONSENT AGENDA

Subject:	UCMBEST Center Stakeholders Visioning Group Commitment Letter	
Meeting Date:	March 9, 2012	ACTION
Agenda Number:	5b	

RECOMMENDATION:

Authorize the Executive Officer to execute the University of California ("UC") Monterey Bay Education, Science, and Technology ("MBEST") Center Stakeholders Visioning Group Commitment Letter (**Attachment A**).

BACKGROUND/DISCUSSION:

In March 2010, UC Santa Cruz ("UCSC") Chancellor George Blumenthal discussed the need to examine the development plan for UC's former Fort Ord parcels. A visioning process was designed to provide the framework for a collaborative regional vision and to identify principals for future development of UC MBEST lands. Over the last nine months, a Visioning Group, comprised of representatives from UCSC, the Fort Ord Reuse Authority ("FORA"), City of Marina, County of Monterey, and higher education institutions throughout the Monterey Peninsula, met to evaluate UC's long-term use of approximately 430 acres of former Fort Ord land. UC hired a consultant (Urban Design Associates), to help guide the visioning process.

The MBEST Visioning Stakeholders group met on February 24, 2012 to discuss the results of their visioning exercise and to present their Final Report. At this meeting, the MBEST Visioning Stakeholders Group agreed to develop a Commitment Letter that would reinforce the recommendations made in the Final Report and reaffirm each stakeholder's commitment to regional collaboration. The proposed Letter of Commitment provided to each stakeholder is attached for further information.

FISCAL IMPACT:

Reviewed by FORA Controller 

FORA representatives and UC representatives jointly funded the costs of a consultant contract 40/60 to the respective decision making bodies. FORA paid 40% of the consultant costs up to \$50,000, while UC paid 60% of the consultant costs.

COORDINATION:

UC MBEST Center Staff, Visioning Stakeholders Group

Prepared by


Lena Spilman

Approved by


Michael A. Houlemard, Jr.

for

DATE

To members of the MBEST Center visioning stakeholder group

Colleagues:

The closure of the former Fort Ord represents both a challenge and an opportunity to the Monterey Bay region. One of the key components of the planned reuse of the former Fort Ord is the University of California Monterey Bay Education, Science, and Technology Center (“MBEST Center”). Although the original plan for the MBEST Center called for the establishment of a 437-acre R&D Center, the nature, size, and number of institutions of higher education in the region are not likely to support an R&D Center of more than 70 acres in the foreseeable future. Development of adjacent lands is necessary to address current and projected deficits, so that the MBEST Center may continue to operate. In addition, the need for jobs and revenue generation for the Fort Ord Reuse Authority, the City of Marina, and the County of Monterey can be addressed by development of adjacent lands in a manner that is compatible with the MBEST Center. At the same time, value is seen in continuing to encourage research uses on adjacent lands.

The MBEST Center visioning process engaged leadership of regional institutions of higher education, and of local jurisdictions, the Fort Ord Reuse Authority, and the 17th Congressional District. After several months of meetings, the final report, dated November 29, 2011, summarizes the salient points of the visioning process, which include the following:

1. The footprint of the MBEST Center will be reduced in size to the 70-acre Central North campus;
2. Adjacent developable lands will be available for job-generating uses consistent with the Fort Ord Base Reuse Plan, provided that these uses are compatible with the UC MBEST Center.
3. Where compatible with the MBEST Center, UC will continue to seek research-related and educationally-oriented uses on adjacent developable lands.
4. UC Santa Cruz will invite local higher education institutions to establish an advisory group to help guide the MBEST Center and expand the range of potential research uses;
5. UC Santa Cruz and CSUMB will meet to discuss mutually beneficial uses for UC’s Eighth Street Parcel and the best path forward;
6. UC Santa Cruz will complete entitlements on the Central North Campus to position the MBEST Center to respond to R&D opportunities.

We support these recommendations and commit to working collaboratively to move this important effort forward.

Signature Blocks for:

UCSC Chancellor Blumenthal
Congressman Farr
CSUMB President Harrison
MPC President Garrison
NPS President Oliver
DLI – Lt. Col. Frenchick
MIIS – Jai Shankar
FORA Board Chair Dave Potter
Monterey County Supervisor Jane Parker
Marina Mayor Bruce Delgado
Ron Cheshire, MSCCBTC

FORT ORD REUSE AUTHORITY BOARD REPORT

OLD BUSINESS

Subject:	Base Reuse Plan reassessment consultant selection – 2 nd vote	
Meeting Date:	March 9, 2012	ACTION
Agenda Number:	6a	

RECOMMENDATION(S):

1. Take a Second Vote, continued from the February 22, 2012 Board meeting, to authorize Executive Officer to negotiate and enter into a contract with the Board-selected EMC Planning Group to perform Base Reuse Plan reassessment work, not to exceed \$250,000, as generally described in **Attachment A**.
2. If the Second Vote fails to achieve a majority, then: Receive a report from staff as directed during the February 22, 2012 Board meeting.

BACKGROUND/DISCUSSION:

Background: In January 2012, FORA released a Request for Qualifications (RFQ) (**Attachment B**) to hire a consultant to perform the Reassessment document. Two consultant teams responded to the RFQ: AECOM (formerly EDAW) and EMC Planning Group. FORA staff facilitated panel interviews conducted by a panel of jurisdictional staff members, performed reference checks, and conducted a second round of focused interviews with the consulting teams.

February 22 Board vote summary: At the February 22 meeting, Board members initiated two separate motions to select a consulting firm for the Base Reuse Plan reassessment: One motion in favor of selecting AECOM and one in favor selecting EMC. Neither motion passed by unanimous vote.

- The first motion, by Supervisor Parker, to select AECOM failed (3-7) to achieve a majority. In order for the Board to take any further action on this motion, the motion would need to be reconsidered, if re-introduced by one of the seven Board members who voted against the motion at the February 22 Board meeting.
- The second motion, by Mayor Pro-Tem Kampe, to select EMC achieved a majority (6-4). Because the voting was not unanimous, the motion is being returned to the Board for a second vote, in keeping with long-standing Board practice regarding motions that do not initially achieve a unanimous vote.

Based on the previous voting, the Board's current primary options are to either:

1. Take a second vote on the motion to select EMC, or
2. Reconsider the failed motion to select AECOM.

If the first option passes, then the Board's second vote at this time would complete the selection process. If the second option is acted upon and the Board votes in the majority for AECOM, then a second vote would be required at a subsequent Board meeting in order to complete the action.

February 22 Board discussion: Board members requested that staff return with additional details about the two consulting firms that are proposing to perform the reassessment. The requested information included:

- A side-by-side comparison of the two consulting teams
- Further details about the two teams' qualifications, skills, and experience
- Additional analysis of the two teams' suitability for the project, with regard to specific factors such as 1) being locally based, 2) the teams' relationships to other current or previous development projects on Fort Ord, and 3) developing a broadly inclusive public outreach program.

Board members also commented on: 4) the fact that, although both teams have been deemed qualified, no information regarding their respective bids or proposed fee structures is currently available as an evaluation/selection factor.

Each of these information points is discussed in further detail below.

Side-by-side comparison of the two consulting teams: In the opinion of staff and the members of the five-jurisdiction interview panel, each of the two consultant teams is highly qualified and capable of performing the reassessment work. A summary comparison table of the two teams is presented in **Attachment C**. that the Board may wish to have the two teams make brief presentations at the Board meeting in order to further elaborate on their qualifications and their team's approach.

After the February 6, 2012 panel interviews and presentations, the panelists numerically scored the teams' responses to the interview questions. A summary of the scoring, reflecting the panelists' collective opinions of each team's particular strengths relative to the evaluation criteria, is shown on **Attachment D**. The scoring is indicative of the selection panel's judgment and analysis. However, it should be noted that the Board has the purview to reach its own conclusions based on its review of the consultants' qualifications, analysis in the staff reports, and any other relevant facts and evidence in the record.

At its February 29 meeting, the Administrative Committee voted 4-0-1 (one Committee member abstaining) to recommend that the Board select the AECOM team, in keeping with the original selection interview panel's recommendation and analysis. The Board will have the final decision in the selection of a consulting team, and has indicated a willingness to closely examine the qualifications of the two consulting teams.

Details of the two teams' qualifications, skills, and experience: The full text of the two firms' original statements of qualification (submitted in response to the RFQ), including detailed information about the lead planning firms and their subconsultants, is being provided as **Attachment E** (EMC Planning Group) and **Attachment F** (AECOM).

Subsequent to the February 22 Board meeting, each of the two teams requested to submit supplemental background materials in support of their original statements of qualification. Staff requested that any such materials be submitted to staff for initial review by the Administrative Committee at its February 29 meeting. The Committee reviewed the supplemental materials and generally seemed to agree that the materials would have value for the Board to receive for their consideration. These materials are

being provided as **Attachment G** (EMC Planning Group) and **Attachment H** (formerly the AECOM team, now led by RBF Consulting).

Staff recommends that Board members thoroughly review the two teams' qualification-related attachments prior to the Board taking final action on this item. Staff has also verified that the two teams are aware of this scheduled hearing and will be available to provide additional details or brief presentations, if requested by the Board.

Additional analysis of the two teams' suitability for the project:

1. **Locally based company:** Several board members and members of the public expressed a concern over AECOM's being an international, rather than local, firm. This concern arose in two general contexts: A potential desire to keep future consulting fees in the local community, and a desire to ensure that the selected firm will have a deep understanding of local issues and be equipped to "hit the ground running" in performing the reassessment tasks.

Staff analysis: Local experience and expertise are a valid consideration in assessing how effectively the selected firm will be able to perform the reassessment. Each team's makeup includes a strong local planning expertise component. EMC and RBF are both locally based companies. The RBF team was formerly headed by AECOM with RBF as its local planning advisory subconsultant. AECOM and RBF have opted to switch contractual roles in order to most effectively respond to the need for local experience and knowledge. Board members will need to assess which of the two teams, EMC or RBF, is the best fit for this assignment.

2. **Teams' relationships to other current or previous development projects on Fort Ord:** Several comments from Board members related to team members' current or past relationships to other projects, or project-related analyses, as a potential factor in the consultant selection process for the reassessment.

Staff analysis: Team members from both teams have worked on recent, sometimes controversial projects. For example, RBF Consulting has been involved with Whispering Oaks, supporting jurisdiction project management, and is preparing the environmental impact report for Monterey Downs. EMC Planning Group will be providing project management services for Seaside related to Monterey Downs and prepared the EIR for Whispering Oaks. Arguably, it would be difficult for the two consulting teams to have developed their broad basis of Fort Ord knowledge and expertise--a desirable trait--without having worked on such projects. Staff has discussed the issue of potential perceived conflicts of interest with both consulting teams, and believes that both firms would exercise high ethical standards and professional judgment, both in performing the reassessment scope of work as required, and in being prepared to disclose and resolve any actual or perceived conflicts that may potentially arise. FORA legal counsel has opined that neither consulting team has a conflict of interest relative to the other work they are doing on the former Fort Ord. In addition, FORA management and planning staff will be actively involved in developing, coordinating, and reviewing drafts of the reassessment deliverables, and will work with the selected consulting team to ensure that the final documents meet all applicable requirements.

3. **Developing a broadly inclusive public outreach program:** A concern was raised that ensuring a broad-based public outreach program must be emphasized, and that

no one particular sector of the community should dominate the public input component of the reassessment.

Staff analysis: Staff agrees with this goal. The importance of developing an inclusive community outreach and public input aspect for the reassessment was noted as one of the key evaluation factors in the RFQ. In addition:

- The draft scope of work includes a minimum of seven community workshops, early on in the process.
- Each of the two competing consultant teams includes team members with specialized experience and expertise in developing and implementing public outreach programs. Neither team has submitted written materials that describe how they would specifically focus on engaging with the diverse ethnic and socioeconomic groups in the nearby community. Developing this inclusive aspect of the outreach component will be a priority for the selected consultant team.

In keeping with the reassessment schedule, a kick-off presentation by the selected consulting team will be agendized as soon as possible after the selection is completed. This presentation could include an opportunity for Board members and others to make additional suggestions for optimizing the public outreach program.

4. **Consulting fees/bids for the proposed scope of work:** A concern was voiced at the previous Board meeting that, although both teams are considered qualified, no information about their proposed costs is currently being presented for comparison as a factor in deciding which team to select. Members of the Administrative Committee discussed and explored this subject in more depth at their February 29 meeting.

Staff Analysis: FORA's standard procedure, in comparable consultant-hiring situations, has been to examine qualifications make a selection of the most suitable candidate first, and then negotiate a fee for the consulting services based on the scope of work. The draft scope of work for the reassessment identifies a cap of \$250,000. FORA staff would negotiate the actual amount of the contract with the selected consultant after the selection is made. If unable to reach agreement with the selected consultant, staff could return to the Board for authorization to negotiate with the other consulting team that responded to the RFQ. Alternatively, another approach could incorporate the two teams' fees as a factor in the selection process along with their qualifications. This approach would be to direct staff to have the two teams provide bid packages. Members of the Administrative Committee did not favor this option because State and Federal law limit flexibility in negotiations when a dollar-amount bid is requested. Another problem with the "bid" approach is that it would delay completion of the selection process and commencement of the work on the reassessment tasks by at least one additional Board meeting in an already-constrained project completion schedule. Staff recommends continuing with the standard procedure.

FISCAL IMPACT:

Reviewed by FORA Controller 

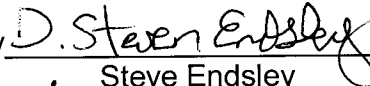
Anticipated staff time and Base Reuse Plan reassessment consultant costs for the reassessment (Tasks 1-3 from the RFQ) are included in the approved FY 11-12 budget. The reassessment must be completed and accepted by the Board by January 1, 2013 in order to comply with the terms of the Sierra Club settlement agreement and FORA's master resolution. The reassessment will study and present an evaluation of various ways in which the Board may wish to consider amending the BRP in the future. Informational planning studies of this nature are not a project for purposes of the California Environmental Quality Act (CEQA), but a legal analysis will be included in the scope to ensure CEQA requirements are being met.

Depending on the outcome of the reassessment, the Board may wish to consider amending portions of the BRP. Amending the BRP would trigger a requirement to complete the corresponding level of CEQA analysis and clearance before adopting the revisions. There will be sufficient time to carry out such a process prior to the current FORA sunset date. The ability to carry out these potential future tasks of BRP revision and CEQA clearance is dependent on future Board direction and the availability of funding. Funding for the subsequent tasks may be provided in the FY 12-13 budget, but has not been identified at this time.

COORDINATION:

Administrative Committee, Executive Committee, and Authority Counsel. The original selection interview panel consisted of one staff member from each of the five land use jurisdictions within the Fort Ord project area: Del Rey Oaks, Marina, City of Monterey, County of Monterey, and Seaside.

Prepared by 
Darren McBain

Reviewed by 
Steve Endsley

Approved by 
Michael A. Houlemard, Jr.

Note: This initial draft may need to be modified after consultation between FORA staff and the selected consultant. If significant changes occur, FORA staff will bring modifications back to the Board for approval.

DRAFT Agreement for Professional Services

This Agreement for Professional Services (hereinafter referred to as "Agreement") is by and between the Fort Ord Reuse Authority, a political subdivision of the State of California (hereinafter referred to as "FORA") and _____ (hereinafter referred to as "Consultant")

The parties agree as follows:

1. SERVICES. Subject to the terms and conditions set forth in this Agreement, Consultant shall provide FORA with services associated with the Base Reuse Plan Reassessment as described in Exhibit "A". Such services will be at the direction of the Executive Officer of the Fort Ord Reuse Authority or the Executive Officer's designee.
2. TERM. Consultant shall commence work under this Agreement effective on February 23, 2012 and will diligently perform the work under this Agreement until January 31, 2013 or until the maximum amount of the compensation as noted below is reached. The term of the Agreement may be extended upon mutual concurrence and amendment to this Agreement.
3. COMPENSATION AND OUT OF POCKET EXPENSES. The overall maximum amount of compensation to Consultant over the full term of this Agreement is not-to-exceed \$250,000 (two hundred fifty thousand dollars) including out of pocket expenses. FORA shall pay Consultant for services rendered pursuant to this Agreement at the times and in the manner set forth in Exhibit "A".
4. FACILITIES AND EQUIPMENT. Consultant is not required to use FORA facilities or equipment for performing professional services. At the Executive Officer's request, Consultant shall arrange to be physically present at FORA facilities to provide professional services at least during those days and hours that are mutually agreed upon by the parties to enable the delivery of the services noted in the Scope of Services attached hereto in Exhibit "A."
5. GENERAL PROVISIONS. The general provisions set forth in Exhibit "B" are incorporated into this Agreement. In the event of any inconsistency between said general provisions and any other terms or conditions of this Agreement, the other term or condition shall control only insofar as it is inconsistent with the General Provisions.

6. EXHIBITS. All attachments and exhibits referred to herein are attached hereto and are by this reference incorporated herein.

IN WITNESS WHEREOF, FORA and CONSULTANT execute this Agreement as follows:

FORA

CONSULTANT

By _____ Date _____
Michael A. Houlemard, Jr.
Executive Officer

By _____ Date _____

Approved as to form:

Gerald D. Bowden, Authority Council

DRAFT

DRAFT SCOPE OF SERVICES

Base Reuse Plan Reassessment

Budget: Not to Exceed \$250,000

The following tasks (1-3) describe the work that the consultant will accomplish. The consultant will meet all applicable federal, state, and local regulatory standards in the completion of this work.

Task 1 – Project Initiation – Determine the level of assessment needed.

The Consultant will review Ch. 8 of the FORA Master Resolution, the Authority Act, and the 1997 BRP. After conferring with FORA staff, the consultant will identify required elements of the reassessment and prepare the following deliverables.

Deliverable # 1 – Market Study

The Consultant will review existing market analyses conducted in the Monterey Bay region, collect market data, conduct focused stakeholder interviews, and prepare a comprehensive Market Study that evaluates the development potential of former Fort Ord, taking into account: economic, political, environmental, and regulatory constraints.

Deliverable # 2 – Community Outreach

The Consultant will conduct seven public workshops and five BRP Reassessment advisory group meetings (composition yet to be determined, but will include jurisdictions' representatives and other community stakeholders) to seek broad community input from counties, municipalities, educational institutions, and culturally, linguistically, and economically diverse communities in the Monterey Bay Region about the elements of the BRP Reassessment. While Community Outreach is on-going, the consultant shall also attend one FORA Board meeting to provide a reassessment update, present the Market Study, and obtain feedback on the Base Reuse Plan Reassessment.

Task 2 – Summary Report

Deliverable #3 – BRP Reassessment Summary Report

The Consultant will prepare a summary report that incorporates the results of the Market Study and Community Outreach, and presents an outline for conducting the BRP Reassessment. Included in the summary report will be an initial report on base reuse progress concerning the following topics: jobs, economic recovery, and FORA's Capital Improvement Program. The Consultant will present the summary report to the FORA Board and seek direction.

Task 3 – Draft BRP Reassessment

Deliverable #4 – Administrative Draft BRP Reassessment

The Consultant will prepare an administrative draft document consistent with the FORA Board's direction. The Consultant will request feedback from FORA on the administrative draft document.

Deliverable #5 – Final BRP Reassessment

The Consultant will prepare a Final BRP Reassessment document that addresses comments received on the administrative draft document and present it to the FORA Board.

Draft Budget

To be included here, not to exceed \$250,000.

DRAFT

1. INDEPENDENT CONSULTANT. At all times during the term of this Agreement, CONSULTANT shall be an independent Consultant and shall not be an employee of FORA. FORA shall have the right to control CONSULTANT only insofar as the results of CONSULTANT'S services rendered pursuant to this Agreement.

2. TIME. CONSULTANT shall devote such services pursuant to this Agreement as may be reasonably necessary for satisfactory performance of CONSULTANT'S obligations pursuant to this Agreement. CONSULTANT shall adhere to the Schedule of Activities shown in Attachment "A".

3. INSURANCE.

a. MOTOR VEHICLE INSURANCE. CONSULTANT shall maintain insurance covering all motor vehicles (including owned and non-owned) used in providing services under this Agreement, with a combined single limit of not less than \$100,000/\$300,000.

4. CONSULTANT NO AGENT. Except as FORA may specify in writing, CONSULTANT shall have no authority, express or implied to act on behalf of FORA in any capacity whatsoever as an agent. CONSULTANT shall have no authority, express or implied pursuant to this Agreement, to bind FORA to any obligation whatsoever.

5. ASSIGNMENT PROHIBITED. No party to this Agreement may assign any right or obligation pursuant to this Agreement. Any attempted or purported assignment of any right or obligation pursuant to this Agreement shall be void and of no effect.

6. PERSONNEL. CONSULTANT shall assign only competent personnel to perform services pursuant to this Agreement. In the event that FORA, in its sole discretion, at anytime during the term of this Agreement, desires the removal of any person or persons assigned by CONSULTANT, CONSULTANT shall remove any such person immediately upon receiving notice from FORA of the desire for FORA for the removal of such person or person.

7. STANDARD OF PERFORMANCE. CONSULTANT shall perform all services required pursuant to this Agreement in the manner and according to the standards observed by a competent practitioner of the profession in which CONSULTANT is engaged in the geographical area in which CONSULTANT practices his profession. All products and services of whatsoever nature, which CONSULTANT delivers to FORA pursuant to this Agreement, shall be prepared in a substantial, first-class, and workmanlike manner, and conform to the standards of quality normally observed by a person practicing in CONSULTANT'S profession. FORA shall be the sole judge as to whether the product or services of the CONSULTANT are satisfactory.

8. CANCELLATION OF AGREEMENT. Either party may cancel this Agreement at any time for its convenience, upon written notification. CONSULTANT shall be entitled to receive full payment for all services performed and all costs incurred to the date of receipt entitled to no further compensation for work performed after the date of receipt of written notice to cease work shall become the property of FORA.

9. PRODUCTS OF CONTRACTING. All completed work products of the CONSULTANT, once accepted, shall be the property of FORA. CONSULTANT shall have the right to use the data and products for research and academic purposes.

10. INDEMNIFY AND HOLD HARMLESS. CONSULTANT is to indemnify, defend, and hold harmless FORA, its officers, agents, employees and volunteers from all claims, suits, or actions of every name, kind and description, brought forth on account of injuries to or death of any person or damage to property arising from or connected with the willful misconduct, negligent acts, errors or omissions, ultra-hazardous activities, activities giving rise to strict liability, or defects in design by the CONSULTANT or

any person directly or indirectly employed by or acting as agent for CONSULTANT in the performance of this Agreement, including the concurrent or successive passive negligence of FORA, its officers, agents, employees or volunteers.

It is understood that the duty of CONSULTANT to indemnify and hold harmless includes the duty to defend as set forth in Section 2778 of the California Civil Code. Acceptance of insurance certificates and endorsements required under this Agreement does not relieve CONSULTANT from liability under this indemnification and hold harmless clause. This indemnification and hold harmless clause shall apply whether or not such insurance policies have been determined to be applicable to any of such damages or claims for damages.

FORA is to indemnify, defend, and hold harmless CONSULTANT, its officers, agents, employees and volunteers from all claims, suits, or actions of every name, kind and description, brought forth on account of injuries to or death of any person or damage to property arising from or connected with the willful misconduct, negligent acts, errors or omissions, ultra-hazardous activities, activities giving rise to strict liability, or defects in design by FORA or any person directly or indirectly employed by or acting as agent for FORA in the performance of this Agreement, including the concurrent or successive passive negligence of CONSULTANT, its officers, agents, employees or volunteers.

11. PROHIBITED INTERESTS. No employee of FORA shall have any direct financial interest in this agreement. This agreement shall be voidable at the option of FORA if this provision is violated.

12. CONSULTANT-NOT PUBLIC OFFICIAL. CONSULTANT possesses no authority with respect to any FORA decision beyond the rendition of information, advice, recommendation or counsel.

DRAFT



FORT ORD REUSE AUTHORITY

920 2ND AVENUE, SUITE A, MARINA, CALIFORNIA 93933
PHONE: (831) 883-3672 - FAX: (831) 883-3575
WEBSITE: www.fora.org

January 5, 2012

Interested Consultant or Consultant team

Re: Invitation to Submit Professional Planning Qualifications to the Fort Ord Reuse Authority. Services to be associated with the reassessment of the 1997 Fort Ord Base Reuse Plan.

Dear Consultant:

The Fort Ord Reuse Authority's ("FORA") state law defined mission is to prepare, adopt, finance, and implement a plan for former Fort Ord reuse, including land use, transportation systems, conservation of land and water, recreation and business operations. In order to meet these mandated objectives, the Fort Ord Base Reuse Plan ("BRP") was adopted in 1997.

The BRP for Fort Ord reuse was adopted by FORA as the official local regional base reuse plan to enhance and deliver promised economic recovery of the underlying and contiguous local jurisdictions, while protecting designated natural resources.

Fifteen years after its adoption, the FORA BRP is scheduled for review and reassessment. FORA hereby solicits submittals of interest from qualified consultant teams willing to provide BRP review and reassessment services. The BRP review and reassessment must be complete by December 2012, but may be extended under certain circumstances. This Request for Qualifications ("RFQ") invites you to submit relevant firm/team qualifications. FORA will review submittals to determine the best suited firms/teams.

Submittals will be evaluated on:

- 1) Demonstrated prior contracted experience preparing/assessing regional/local general plans;**
- 2) Demonstrated professional background preparing and working with military Base Reuse General Plans;**
- 3) Demonstrated knowledge of resource plans for sensitive habitats;**
- 4) Demonstrated experience working with the California Environmental Quality Act (CEQA); and**
- 5) Defined background working with communities of color and economic recovery programs.**

The submitting firm's/team's Statement of Qualifications (SOQ) must address the skills, experience, and abilities needed to complete this BRP reassessment work (as generally described in the attached Scope of Work). In your SOQ, you must provide: 1) qualifications, 2) examples of relevant experience providing similar services, 3) three past client references, 4) a brief description

outlining tasks 1-5 completion, and 5) a brief description of the project team, their work experience, and level of time commitment to the project.

Submitting firms/teams must provide SOQs to FORA as specifically described in this letter by 12:00 noon on Monday, January 23, 2011. For background information on the Base Reuse Plan, please visit: <http://www.basereuse.org/reuseplan/HomePage/HomePage.htm>. For background information on the Fort Ord Reuse Authority, please visit: www.fora.org.

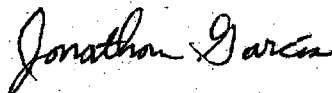
Please limit your SOQ to 50 single-sided pages or 25 double-sided pages on 8.5"x11" paper and unbound. Please address a cover letter to the SOQ to:

Mr. Jonathan Garcia, Senior Planner
FORA
920 2nd Ave., Ste. A,
Marina, California 93933

FORA reserves the right to reject any and all SOQs.

FORA will appoint a selection panel to review the SOQs, select two or more of the submitting firms/teams to participate in the interview process, and make the final selection of the firm/team to recommend to the Executive Officer and the FORA Board.

Sincerely,



Jonathan Garcia
Senior Planner

Scope of Work

The following tasks (1-5) describe the work that the selected consultant will accomplish. The selected consultant will meet all applicable federal, state, and local regulatory standards in the completion of this work. Applicants are free to propose alternative approaches should they see fit.

Task 1 – Scoping – Determine the level of assessment needed.

The Consultant will review Ch. 8 of the FORA Master Resolution, the Authority Act, and the 1997 BRP. After conferring with FORA staff, the consultant will identify required elements of the reassessment and prepare the following deliverables.

Deliverable # 1 – Market Study

The Consultant will review existing market analyses conducted in the Monterey Bay region, collect market data, conduct focused stakeholder interviews, and prepare a comprehensive Market Study that evaluates the development potential of former Fort Ord, taking into account: economic, political, environmental, and regulatory constraints.

Deliverable # 2 – Community Outreach

The Consultant will conduct five public workshops that seek broad community input from counties, municipalities, educational institutions, and culturally, linguistically, and economically diverse communities in the Monterey Bay Region about the elements of the BRP Reassessment. While Community Outreach is ongoing, the consultant shall also attend one FORA Board meeting to provide a reassessment update, present the Market Study, and obtain feedback on the Base Reuse Plan Reassessment.

Task 2 – Scoping Report

Deliverable #3 – BRP Reassessment Scoping Report

The Consultant will prepare a scoping report that summarizes the results of the Market Study and Community Outreach, and presents options for conducting the BRP Reassessment. The Consultant will present the scoping report to the FORA Board and request that the Board select one of the options.

Task 3 – Draft BRP Reassessment

Deliverable #4 – Administrative Draft BRP Reassessment

The Consultant will prepare an administrative draft document consistent with the FORA Board-selected BRP Reassessment option. The Consultant will request feedback from FORA on the administrative draft document.

Deliverable #5 – Public Draft BRP Reassessment

The Consultant will prepare a public draft document that addresses comments received on the administrative draft document.

Task 4 - CEQA Compliance

Deliverable #6 – Administrative Draft BRP Reassessment CEQA document

Concurrent with the preparation of the Draft BRP Reassessment document, the consultant will prepare an Initial Study based on the Draft BRP Reassessment document. FORA will direct the consultant to prepare

the appropriate CEQA document. The Consultant will request feedback from FORA on the administrative draft CEQA document.

Deliverable #7 – Draft BRP Reassessment CEQA document

The Consultant will prepare a public draft document that addresses comments received on the administrative draft CEQA document.

Task 5 – Public Review/Responses to comments/Adoption of CEQA document

Deliverable #8 – Draft BRP Reassessment and CEQA document

The Consultant will be available to review comments during the public comment period.

Deliverable #9 – Responses to comments

The Consultant will review comments after the public comment period ends and provide assistance in preparing responses to comments.

Deliverable #10 – Adoption of BRP Reassessment and BRP Reassessment CEQA documents

The Consultant will attend FORA Board meetings when the Board considers adoption of the BRP Reassessment and BRP Reassessment CEQA documents.

Overarching Goals of the Base Reuse Plan Reassessment

Objective: establish a framework and basis to attract corporations and industries that value quality of life, environmental sustainability, and a business atmosphere that produces stellar employees, while keeping environmental protection as a key aspect of all development plans.

Eight general areas of priority are incorporated into the Base Reuse Plan. These are funding, economic development, environmental quality, human resources, urban design/planning, community services, infrastructure development, and public information and involvement.

**Base Reuse Plan Reassessment
Consultant teams comparison matrix**

	EMC Planning	RBF Consulting (prev. AECOM)
Key staff	Michael Groves, Richard James	Bill Wiseman, Laura Worthington Forbes
Principal public outreach contact	Candace Ingram	Eileen Goodwin
Comprehensive interdisciplinary team of experts?	Yes; see below	Yes; see below
Subconsultants	<ul style="list-style-type: none"> • Denise Duffy & Associates – Environmental constraints and California Environmental Quality Act (CEQA) compliance • Economic & Planning Systems (EPS) – Market Study • The Ingram Group – Community outreach • Hexagon Transportation Consultants – Circulation/transportation assessment • Creegan + D’Angelo – Infrastructure assessment • ARCADIS – Technical support, strategic planning, and GIS support 	<ul style="list-style-type: none"> • Keyser Marston Associates, Inc. (KMA) - Market study and financing strategies • AECOM - Land Use Planning, Urban Design, Base Reuse Planning, CEQA Expertise • Apex Strategies - Community outreach
Locally based company? (knowledge, responsiveness, accessibility, etc.)	Yes	Yes
Team members involved in preparation of original 1997 BRP	Yes	Yes
Extensive Fort Ord experience and current/previous projects?	Yes (for details, see attached statements provided by team)	Yes (for details, see attached statements provided by team)
Other base reuse plan experience	Team’s subconsultants have participated in numerous projects (see attached background info provided by team)	Team’s subconsultants have participated in numerous projects (see attached background info provided by team)
Selection interview panel (jurisdictional staff) ranking	91 points, out of 125 possible; 1 of 5 panelists recommended	103 points, out of 125 possible; 4 of 5 panelists recommended

BRP Reassessment panel interviews, Feb. 6, 2012

Panelists' scoring of EMC and AECOM

Item Evaluated	EMC team	AECOM team
Q1: Describe consultant team's A) capacity to take on the project workload, and B) approach to managing potential perceived conflict if firm is also project-managing development projects on Fort Ord.	19	22
Q2: What are three primary stakeholder groups and why?	19	21
Q3: Describe the anticipated primary CEQA issues and your team's approach to addressing them.	19	17
Q4: How would you characterize the overall goal of the reassessment process?	16	23
Overall presentation (organization, clarity, etc.)	18	20
TOTALS	91	103

Fort Ord Base Reuse Plan Reassessment

STATEMENT OF QUALIFICATIONS



presented by

EMC Planning Group

in collaboration with

Denise Duffy & Associates ▪ **Economic & Planning Systems**
The Ingram Group ▪ **Hexagon Transportation Consultants**
Creegan + D'Angelo ▪ **ARCADIS**

January 23, 2012

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FORT ORD BASE REUSE PLAN REASSESSMENT

STATEMENT OF QUALIFICATIONS

PREPARED FOR

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JANUARY 23, 2012

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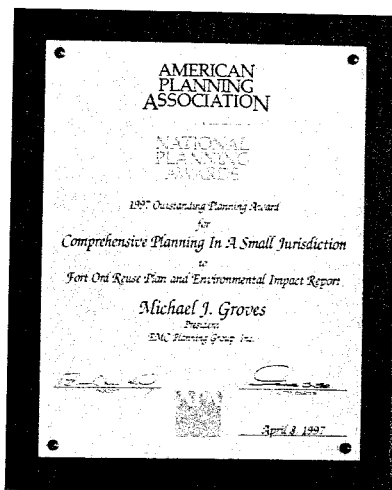
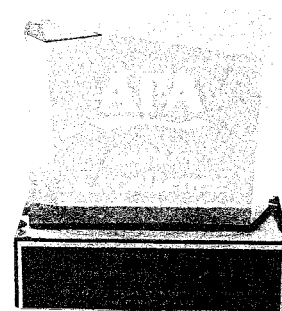
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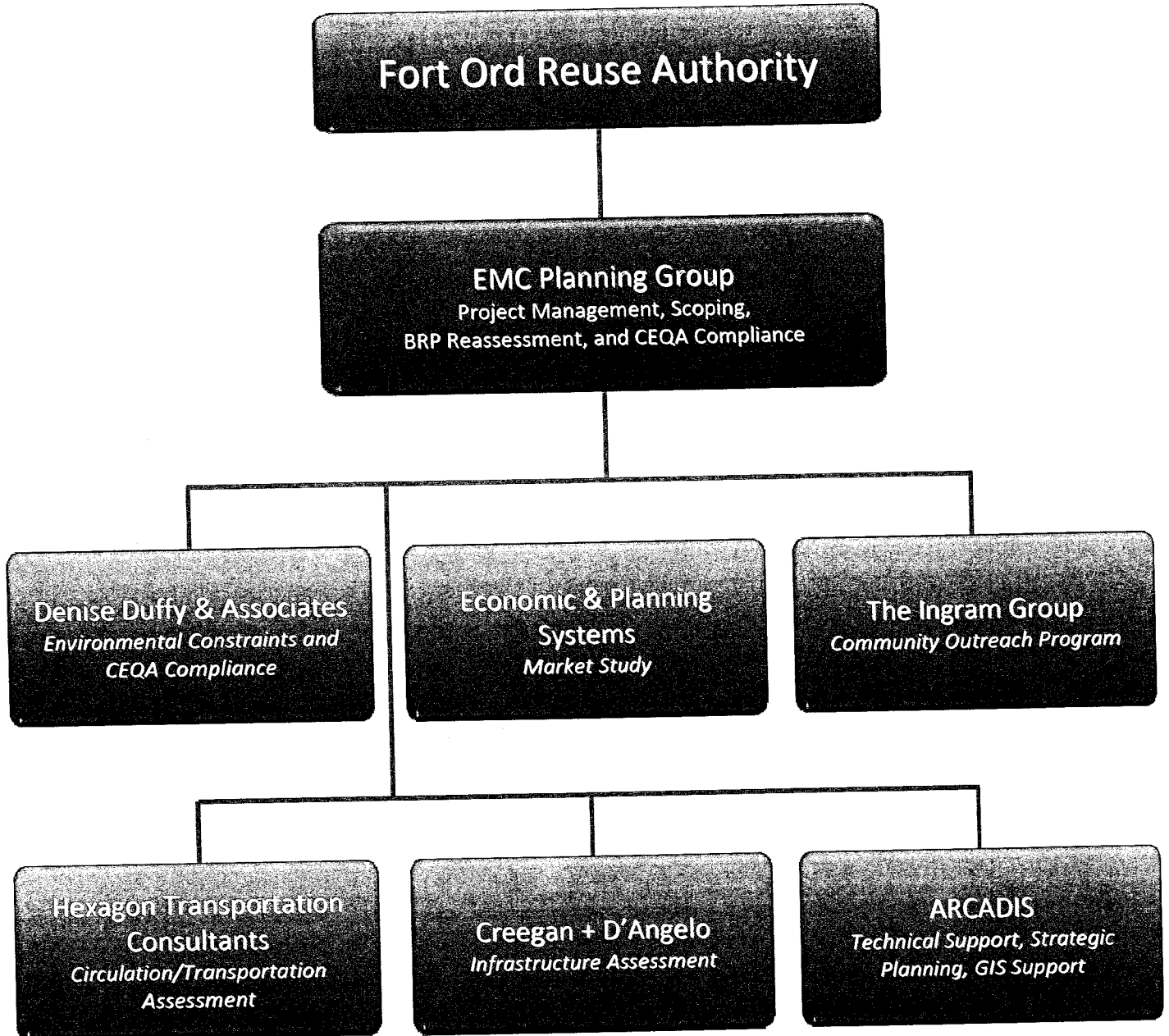
Introduction to the EMC Planning Group Team

EMC Planning Group, in association with Denise Duffy & Associates, Economic & Planning Systems, The Ingram Group, Hexagon Transportation Consultants, Creegan + D'Angelo, and ARCADIS is pleased to present this qualifications package to assist the Fort Ord Reuse Authority (FORA) with reassessing the *Fort Ord Reuse Plan* (BRP), which was adopted by the FORA Board of Directors in 1997. The base reuse planning team, which was headed by EMC Planning Group President Michael Groves, AICP, was presented with the American Planning Association's Planning Award for "Comprehensive Planning in a Small Jurisdiction" for their work on the Fort Ord Base Reuse Plan and reuse plan EIR. The BRP was selected as President Clinton's model for base closures, and was the largest base closure in the United States.



A team organizational chart is included on the following page. It presents the EMC Planning Group Team members and their respective roles for this project.

Organization Chart



1.1 EMC Planning Group – Prime Consultant

EMC Planning Group is celebrating 33 years of land use planning and environmental consulting in Monterey County. The firm's principals and senior staff have a solid understanding of land planning and environmental issues, as well as the political climate associated with reuse of the former Fort Ord and development throughout Monterey County. The firm prepares specific plans, general plans, general development plans, opportunities and constraints analysis, zoning ordinances, and environmental review in accordance with the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA).

EMC Planning Group focuses on providing quality customer service and has developed a culture of delivering services and preparing products that are practical and precise. Our services and products reflect our expert, comprehensive understanding of planning and development review processes as well as the economic implications of decisions that affect each process. Further, because the firm works extensively with both public and private sector clients, our planning and development solutions reflect the practical needs of public agency staff, decision makers, and development interests.

*Celebrating
33 Years of
Excellence*

EMC Planning Group's work is primarily on the Central Coast (Santa Clara County to San Luis Obispo County) and the Central Valley. EMC Planning Group's office is located in the City of Monterey. EMC Planning Group is a state-certified Small Business Enterprise (#15769) and a locally-certified Green Business. Three of the firm's principal staff are certified planners through the American Institute of Certified Planners.

The firm is recognized nationally for its work and services. In 1997, along with the Fort Ord Reuse Authority, EMC Planning Group was presented with the American Planning Association's Planning Award for "Comprehensive Planning in a Small Jurisdiction" for their work on the *Fort Ord Base Reuse Plan* and reuse plan EIR. In 2000, the firm was presented with the American Planning Association's Northern California Chapter Award of Merit in the category of "Planning Implementation" for its work on the Gonzales Downtown Revitalization Plan.

Since preparation of the BRP and EIR in 1997, EMC Planning Group has prepared environmental documents for many projects on the former Fort Ord, including both infrastructure and development projects. Most recently, EMC Planning Group completed the *MST – Whispering Oaks Business Park EIR* for Monterey County. Located on 116 acres on Inter-Garrison Road, the project proposes setting aside half the site for open space, while developing a new bus maintenance yard and headquarters for Monterey-Salinas Transit and 15 lots for business park development. The project proposes amendments to the Fort Ord Circulation Plan and the Monterey County Zoning Map. Amid a strong show of public opposition, the Planning Commission unanimously denied the project. The Board of Supervisors approved the project, but a referendum now requires a reversal of that decision or placement of the approval on a ballot for confirmation. Other large EIRs prepared by EMC Planning Group for reuse projects on Fort Ord include the Hayes Housing Subdivision EIR and the Seaside Resort EIR.

EMC Planning Group will be the prime consultant for this project and Michael J. Groves, AICP, president and senior principal with the firm will be the project manager. His considerable experience with FORA, the BRP, and development projects on the former military base make him uniquely-qualified to lead this effort.

1.2 Denise Duffy & Associates

Denise Duffy & Associates (DD&A) was founded in 1983 as a sole proprietorship and has since established itself as one of the premier environmental consulting firms in the region. DD&A's reputation is based on the extensive knowledge of its staff, environmental planning professionals whose combined experience covers more than 100 years in urban planning and environmental consulting. DD&A provides environmental impact assessment, natural resources analysis, regulatory permitting, and contract planning services. The firm provides professional, environmental consulting products and services to public and private sector clients. From focused environmental assessments on smaller projects to inter-jurisdictional reports on large-scale planning efforts, DD&A has a proven track record for meeting client needs and successfully completing the requirements for state and federal environmental review.

DD&A focuses on the preparation of environmental documentation in compliance with NEPA and CEQA. Using the latest planning techniques and scientific methods, DD&A's staff of planners and environmental specialists provides expert review of project development, detailed evaluation of environmental resources, and identification of innovative solutions for avoiding impacts. When needed to augment in-house resources, DD&A retains qualified professionals to provide technical assistance in such areas as traffic, noise, hazardous materials, and cultural resources. Project team interaction and individual expertise ensure comprehensive environmental analysis with a high standard for performance and quality.

In addition to environmental planning, DD&A provides a full range of biological and ecosystem services through its Natural Resources Division. These services include biological studies in support of CEQA and NEPA documents, Natural Environment Studies for Caltrans and FHWA, wetland delineations, restoration plans, special-status species surveys, and biological monitoring. DD&A also provides resource agency permitting services, and maintains an excellent rapport with the resource agencies.

With over 29 years of demonstrated success in environmental analysis, DD&A has worked closely with a variety of local, state, and federal agencies. Staff has a comprehensive understanding of the regulatory and environmental requirements of the California Department of Fish and Game, U.S. Fish and Wildlife Service, U.S. Army Corps of Engineers, California Department of Toxic Substances Control, Regional Water Quality Control Board, State Office of Historic Preservation, and Caltrans.

DD&A is supported by engineering staff capable of providing air quality modeling and preparing air quality assessments and greenhouse gas emissions evaluations. DD&A also has two full-time GIS staff members to provide professional graphic design services (GIS, Adobe, and a variety of publishing software), including

habitat mapping, property surveys, and cartographic production. The Natural Resources Division is supported by a California Natural Diversity Database subscription, and all necessary field and office equipment for the completion of the natural resource and environmental evaluation.

The firm is headquartered in Monterey with satellite offices in San Jose and Truckee. DD&A is certified by the State of California as a Small Business (#0020855) and certified by the California Department of Transportation as a State Women Business Enterprise (#13824). DD&A is also certified by the Supplier Clearinghouse for the Utility Supplier Diversity Program of the California Public Utilities Commission as Diversified Supplier (1007A045).

1.3 Economic & Planning Systems

Economic & Planning Systems, Inc. (EPS) is a land economics consulting firm experienced in the full spectrum of services related to real estate development, the financing of public infrastructure and government services, land use and conservation planning, and government organization. EPS was founded on the principle that real estate development and land use-related public policy should be built on realistic assessment of market forces and economic trends, feasible implementation measures, as well as recognition of public policy objectives, including provisions for required public facilities and services.

Staffed by recognized experts in the fields of public finance, fiscal and economic impact analysis, real estate and market feasibility analysis, and real estate reuse and disposition, among others, EPS has particular expertise with the reuse of major public and private facilities, particularly the development and implementation of military base reuse plans. EPS's extensive experience with military base reuse plans includes work related to the Hunters Point Naval Shipyard, Treasure Island Reuse Plan, Mather Air Force Base Master Plan, UCSC Monterey Bay Education, Science, and Technology Center, and myriad other projects throughout the state and nation. EPS also has worked on numerous projects within Fort Ord, including Del Rey Oaks Resort Developer Selection and Negotiation, the UCMBEST Business Plan, Seaside Resort DDA, Seaside Main Gate Developer Selection, Fort Ord EDC Due Diligence, and FORA Capital Improvement Program Review. EPS has worked extensively with FORA on the implementation of viable financing mechanisms and is well positioned to leverage our comprehensive understanding of interrelated financing, marketing, feasibility, and conservation elements to contribute to a thoughtful reassessment of the Fort Ord Base Reuse Plan.

1.4 The Ingram Group

The Ingram Group is a private consulting firm providing services related to land use, community and governmental relations; public relations and marketing; political campaign management; strategic planning; administrative and management consultation; process facilitation and management skills training; organizational development; meetings and conferences facilitation and management. The Ingram Group is a woman-owned small business.

The Ingram Group, a local firm with over 25 years experience in the Central Coast region, has extensive knowledge, understanding, and practical experience related to the purposes, planning, legislation, economics, and stakeholder interests and desires in redevelopment at the former Fort Ord. The firm maintains working relationships with local jurisdictions and has working or practical knowledge and familiarity with many of the additional governmental entities and agencies with regulatory authority or interest in reuse of the former base. The firm has a very good understanding of the various jurisdictional and agency interests, general community and interest group issues and interests, economics related to redevelopment, and other factors relevant to redevelopment of the former Fort Ord area.

The Ingram Group was part of the original EMC Planning Group planning team providing community outreach and information services during development of the 1997 BRP and as such, has unique familiarity with content of the BRP and the various principles and implementation actions that have been adopted by FORA and other jurisdictions relevant to the BRP. Since adoption of the BRP, Candace Ingram, principal of The Ingram Group, has maintained a contract with FORA to assist in public outreach services, including the following activities: organizing and facilitating community meetings on various topics related to reuse of the former military base; providing public information about FORA; production of annual reports, website content, and general or topic-related information to media and the public; assisting in planning and implementing interest group and jurisdictional meetings; and assisting with special events.

The Ingram Group also has direct experience with CEQA compliance, having worked on a number of projects within central California. Additionally, in both work and volunteer activities, Ms. Ingram has had direct interest in and experience with social, economic, and environmental issues and projects within Central Coast communities, and within other communities with diversity in interests, population, ethnic, social, cultural, and economic background and experience.

1.5 Hexagon Transportation Consultants

Hexagon Transportation Consultants, Inc. was founded in 1998 in San Jose, California with the goal of providing top-quality, professional transportation consulting services to private and public entities. Hexagon provides services in all major aspects of transportation planning and traffic engineering.

Hexagon's staff members have prepared thousands of studies, both large and small, over their professional careers. Hexagon's public clients include city, county and state agencies and regional planning organizations. Hexagon has a wide range of private clients including technology companies, developers, architects, civil engineers, and environmental firms.

Hexagon has a total of 22 employees between its four offices. Hexagon's professional staff is experienced in all technical aspects of transportation consulting and highly proficient in state-of-the-art computer software including all major modeling packages, traffic simulation software, intersection level of service

programs, advanced traffic operations programs, CADD programs and many specialized programs that process and analyze traffic data. Hexagon's clients can be sure they are being provided high-quality, leading-edge technical services.

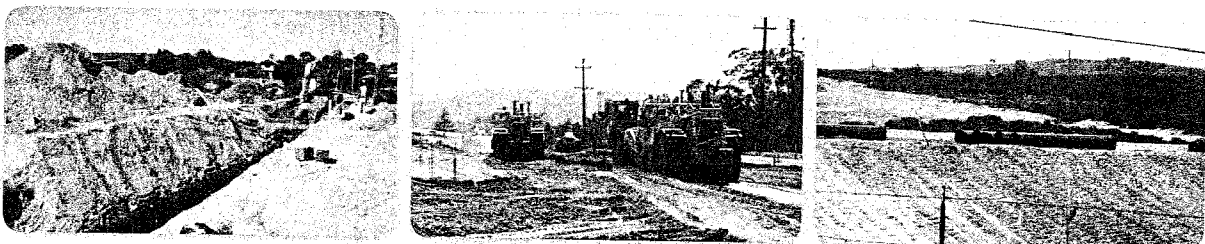
Hexagon has worked on numerous projects through the Central Coast and Santa Clara County with EMC Planning Group and DD&A, and has proven to be a valuable team member through their critical-thinking processes and responsiveness. Hexagon worked with DD&A on the Main Gate Retail project in the City of Seaside on the former Fort Ord. Work would be conducted from their Gilroy office.

Hexagon's role will be to assist the EMC Planning Group team with evaluating potential transportation and circulation changes and costs associated with the Reassessment option selected by the Board that may affect current land use or circulation planning or policy. Further, the firm will provide traffic modeling, if necessary, impact assessment, and transportation-related CEQA documentation for the BRP Reassessment. Hexagon's secondary role is to provide existing base-wide information on circulation improvements (existing, planned, and proposed), including costing.

1.6 Creegan + D'Angelo

Established in 1956, Creegan + D'Angelo offers land surveying, civil and structural engineering services to a broad spectrum of clients across a wide range of applications. The company maintains four offices in the Bay Area, located in Pleasanton, Fairfield, Monterey, and San Francisco. The firm specializes in a broad range of capabilities with experience in providing complete civil and structural engineering services from preliminary concept through project management, cost estimating, scheduling and construction. Diverse and experienced staff of civil engineers, land surveyors, and support personnel provides surveying and engineering services for a variety of project types including the following: mass grading and excavation projects involving public roadway improvements, hillside subdivisions, utility infrastructure, transportation systems, public facilities, bicycle and pedestrian trails and pathways; residential, commercial, and public land development projects; water resource projects of all types; buildings and earthquake engineering designs; and parks, golf courses and other recreational facilities.

Design solutions are tailored to the client's needs. Most projects begin with a feasibility study or conceptual design phase where a variety of engineering solutions are evaluated in order to establish a flexible and balanced project with attention to aesthetics, environment, function and cost to meet each client's current needs, maximize land resources, and allow for future expansion. The move toward final design means preparing thorough and unambiguous civil engineering drawings that will allow a contractor to develop



a solid bid without creating an avenue for hidden change orders. The drawings must be technically correct and designed to provide the client with a cost-effective project that performs to industry standard expectations and specifications.

Creegan + D'Angelo will address the potential for the BRP Reassessment to affect infrastructure-related issues including the capital improvement program and financing. Creegan + D'Angelo's primary role will be to assist the EMC Planning Group Team with evaluation of the potential infrastructure changes and cost that may result from a Reassessment option that affects current land use designations. The firm's secondary role is to provide existing information on base-wide infrastructure (existing, planned, and proposed) for reassessment scoping, BRP Reassessment, and CEQA compliance documentation.

1.7 ARCADIS

ARCADIS NV (ARCADIS) is an international company providing consultancy, design, and engineering and management services in infrastructure, transportation, and environmental. The firm's technical force is significant and poised to address the needs of industrial, federal, state, and municipal clients in the development, environmental, infrastructure, and facilities markets. ARCADIS is consistently listed in the top 20 environmental/engineering firms worldwide with more than 6,000 employees in the U.S. and 180 offices; with a significant presence in Northern California including an office on the former Fort Ord. The company provides a full suite of environmental, engineering, and construction management services. ARCADIS is an industry leader with a proven track record in the development of effective client partnerships by aligning stakeholder interests to drive successful project delivery.

ARCADIS' professionals include registered and licensed engineers, LEED AP (Leadership in Energy and Environmental Design Accredited Professionals), geologists, hydrogeologists, environmental assessors, certified industrial hygienists, and scientists, with the training and expertise to perform the most comprehensive range of planning, environmental, and site development services.

ARCADIS provides key expertise facilitating successful military base reuse and redevelopment projects, and has a proven track record in the national Base Realignment and Closure (BRAC) program and related federal processes. Since the early 1990s, ARCADIS has participated in numerous BRAC programs, as well as provided services at both active Department of Defense facilities and at Formerly Used Defense Sites. The company has proven experience on integrating environmental solutions with site redevelopment, which has facilitated the ability to fast track projects and take advantage of alternative funding and grants, including the federal stimulus monies.

ARCADIS staff will provide technical support, strategic planning, and GIS support to the EMC Planning Group Team.

Team Qualifications

This section of the proposal includes the specific qualifications of each of the EMC Planning Group team members. Key staff and their roles are presented, along with a sample of representative projects. Full resumes for key staff members are included in Attachment A.

2.1 EMC Planning Group – Prime Consultant

Role: Project Management, Scoping, BRP Reassessment, and CEQA Compliance

Key Staff

Michael Groves, AICP, President and Senior Principal

Michael Groves, the firm's founding principal, will be the principal-in-charge and project manager of the overall effort. Mr. Groves oversaw preparation of the *Fort Ord Reuse Plan* and *Fort Ord Reuse Plan EIR*, and has subsequently overseen numerous implementation projects on the former Fort Ord. Mr. Groves will provide overall project direction, coordinating all efforts of the scope of work including the market study, the public relations program, the BRP Reassessment report, and the CEQA compliance program.

Teri Wissler Adam, Vice President and Senior Principal

Teri Wissler Adam will be the project advisor for CEQA compliance. She will provide oversight to the CEQA compliance team. She joined the firm in 1991 and has been a principal since 2002. Her area of expertise is in CEQA and NEPA compliance. Ms. Adam has directed and/or managed preparation of EIRs for a large variety of private and public projects including program-level EIRs for general plans and specific plans, as well as project-level EIRs for residential, commercial, industrial, recreational, mixed-use, recycled water, roadway, and school projects. Ms. Adam is the project manager for all of the Monterey Peninsula College projects on the former military base including the Colonel Durham Seaside Campus, the Education Center on Imjin in Marina, and Public Safety Training Facility proposed at the EVOC and MOUT areas.

Richard James, MUP, AICP, Principal Planner

Richard James, AICP, will be the assistant project manager, focusing on development of the BRP Reassessment document. Mr. James joined the firm in 1998 and is one of the firm's shareholders. Mr. James has prepared a variety of planning documents including zoning, subdivision, and other ordinances, staff reports, resolutions, findings, and conditions of approval. He has prepared or managed several dozen environmental documents and managed municipal processing of numerous projects including residential subdivisions, site plan reviews, and several major annexations and general plan amendments. He has prepared fee studies, policy analysis documents, community design standards, and oversees condition monitoring. Mr. James has been the primary author and/or project manager for three EIRs on large redevelopment projects on the former Fort Ord: MST-Whispering Oaks Subdivision, Seaside Resort, and Hayes Housing Residential Subdivision. He is intimately familiar with the BRP, the environment constraints at the former military base, and current controversy surrounding implementation of the BRP.

Aaron Ackerman, Associate Planner

Aaron Ackerman joined the firm in June 2011. Aaron is a land use planner with experience in conceptual design plans, specific and master planning, land use feasibility studies, GIS analysis, 3D visual simulation modeling, graphics preparation, and environmental documentation. Mr. Ackerman's worked on the East Garrison Specific Plan project and on The Dunes on Monterey Bay project, while employed with another consulting firm. In his role as assistant project manager for the East Garrison project, Mr. Ackerman was responsible for coordinating this planning process, which required daily facilitation with various Monterey County departments (planning, public works, water resources agency), water and fire districts, the developer, and various engineers. He was responsible for ensuring that the various development plans met all appropriate standards and that the project met the mitigation requirements as defined during the environmental review process.

His role on The Dunes project included coordinating between City of Marina staff and the consulting team staff, and delivering plans/documents, etc. Mr. Ackerman will assist the EMC Planning Group Team on the BRP Reassessment project where necessary throughout the process.

Representative Projects

Fort Ord Reuse Plan and EIR, Fort Ord Reuse Authority

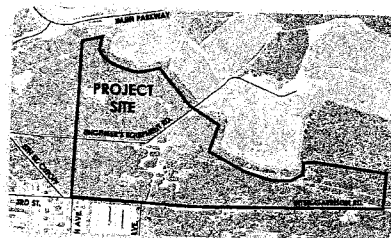
The BRP and EIR were prepared by EMC Planning Group in conjunction with EDAW and in association with eight supporting consulting firms. EMC Planning Group's role in the precedent-setting base reuse plan for the 28,000-acre former Fort Ord Military Reservation included project management, preparation of working papers, infrastructure finance and operations plan, public services plans, and consistency review. A major task for completing the base reuse plan was to evaluate land use and urban design policies and to identify discrepancies in policies between the base reuse plan and local juris-



diction planning documents. EMC Planning Group prepared the EIR for the reuse plan at a general plan level to facilitate future development projects. The base reuse plan contains goals, objectives, major policy elements, and implementation steps. EMC Planning Group was presented with the American Planning Association 1997 Outstanding Planning Award for "Comprehensive Planning in a Small Jurisdiction" for our work on the BRP and EIR.

MST - Whispering Oaks Business Park EIR, County of Monterey

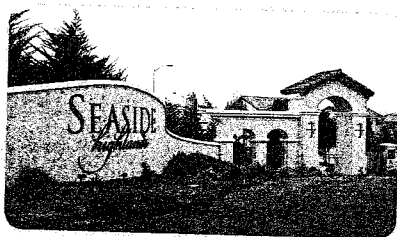
EMC Planning Group prepared an EIR, CEQA findings, and staff reports for this 116-acre project on the former Fort Ord in unincorporated Monterey County. The proposed project was sponsored by the Monterey County Redevelopment Agency and Monterey-Salinas Transit (MST), and included rezoning, two general development plans, and a business park subdivision with a new MST bus yard and maintenance facility. Half of the site was set aside for open space. The project includes amending the Monterey County Zoning Map to change the designation for the development portions of the project site from Public and Quasi-Public to Heavy Commercial. Use permits are required for the removal of a significant number of coast live oak trees (about 2,500 trees over six-inches diameter on 37 acres), and a California Department of Fish and Game 2081 incidental take permit is required for sand gilia removal.



Major environmental issues addressed in the EIR included the following: aesthetics, air quality, climate change (including a sequestration analysis to determine the effect of removing the coast live oak trees from the project site), biological resources, geology and soils, hazards and hazardous materials (the site is adjacent to old Army landfill), surface water hydrology and water quality, consistency with several local and regional plans, noise, public services and utilities, and transportation and traffic. The EIR presented oak tree removal in the context of the BRP's provision of development and open space areas. Although the BRP identifies the site for development, tree removal was an extremely controversial issue, and the Planning Commission denied the project largely on the grounds of excessive tree removal. The Board of Supervisors approved the project, but now must reconsider that approval in the face of a referendum.

Hayes Housing (Seaside Highlands) EIR, City of Seaside

EMC Planning Group prepared an EIR for the redevelopment of abandoned military housing on the former Fort Ord military reservation. Five hundred residential duplex units and detached single-family residential units along with associated infrastructure were removed and replaced with 400 new single-family homes. Project plans included re-grading the site and installation of new infrastructure and roadways. The project includes a scenic buffer near State Route 1 with open space areas and paths connecting a series of cul-du-sacs. Major issues addressed in the EIR were aesthetics (especially views from State Route 1), noise, hazards, geology, biological resources, hydrology, public services,



transportation (especially traffic impacts to State Route 1) and pedestrian concerns, air quality, and utilities and services (especially concerning long-term water supply).

Seaside Resort (Fairmont Hotel) EIR, Zoning Amendments, and FORA Consistency Determination, City of Seaside

EMC Planning Group provided staff support to process Seaside Resort project applications and related ordinance amendments for the City of Seaside and prepared the EIR. Project processing included preparation of the agenda packets for the Architectural Review Board, Planning Commission, City Council, and FORA and represented City staff at field trips and hearings. The project includes a major destination resort hotel, timeshare, and residential development within two existing golf courses on the former Fort Ord. The project also includes relocating several existing golf course features, and adherence to design standards. Significant issues addressed included water supply, affordable housing, timeshare regulation, and establishing nexus and proportionality for services fees.



EMC Planning Group prepared several amendments to the municipal code to accommodate the project (see the following description). Changes focused on clarification within the zoning ordinance of the BRP's policy regarding integration of recreational, commercial, and residential uses. In addition, the development standards were revised to allow a planned development approach within the unique housing areas associated with the golf courses. A timeshare ordinance was added to the municipal code. EMC Planning Group staff met with the applicant throughout the approval process to refine the project to meet City goals and address planning issues that arose. EMC Planning Group presented the code amendments to the Planning Commission, City Council, and FORA.

Calculation of fair-share ad-hoc development impact fees was a major issue. EMC Planning Group prepared a detailed analysis of existing services levels and proportional shares for extension of services to the project. The fee analysis was the basis for negotiation of the development agreement. Major environmental issues included traffic, water supply, aesthetics, biological resources, hazardous materials, and emergency access. The firm also provided mitigation and condition monitoring services for the project.

City of Seaside Fort Ord Code Amendments, City of Seaside

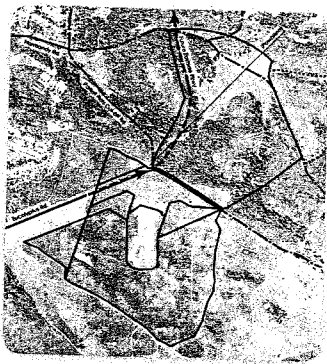
EMC Planning Group prepared several zoning amendments to facilitate a large golf resort project proposed for the former Fort Ord portion of the City of Seaside. EMC Planning Group prepared an amendment to the City's Subdivision Code to establish design standards for privately maintained streets. Although almost all new streets in the City are currently dedicated to the City, the City anticipates that new development, and in particular development of timeshare and residences in the City's golf resort area, will include privately-owned streets.

EMC Planning Group prepared amendments to two zoning districts and developed an ordinance that would establish flexible development standards for affordable housing components of projects. The zoning amendments removed development standards that were based on an existing residential zone districts in the City and created a new method of establishing development standards at the low-density residential areas in the former Fort Ord. Most development projects in these districts consist of demolition and redevelopment of large parcels currently occupied by dilapidated military housing. The amendment established a method whereby development standards could be included within, and established by, a development agreement as an option to processing under the City's planned unit development ordinance. A second component of the amendment created specific options for flexibility in designing affordable housing units.

As part of the zoning amendment, several conditional uses were added to the R-1-FO and V-FO zone districts, including affordable housing (under the advantage of flexible zoning), convenience commercial (to bring zoning into consistency with the General Plan), timeshare units, and employee housing.

EMC Planning Group prepared a negative declaration, and staff reports and findings, and presented the amendment to the Planning Commission, City Council, and FORA for consideration. Because the ordinance applied specifically to lands within the jurisdiction of FORA, the FORA Board was required to determine that the amendments were consistent with the BRP. The City approved the development standards ordinances and these were found by FORA to be consistent. The City determined that the flexible development standards for affordable housing were adequately covered by the more general development agreement provisions, and did not pursue their passage beyond the Planning Commission.

Public Safety Training Facility (EVOC and MOUT) Planning and CEQA Review, Monterey Peninsula Community College District



EMC Planning Group is currently working with Monterey Peninsula College to assist with CEQA compliance for the proposed Public Safety Training Facility. The facility is proposed to consist of the emergency vehicle operations course (EVOC) in the Parker Flats area of the former Fort Ord, and military operation urban terrain (MOUT) within the Bureau of Land Management lands at the former Fort Ord. EMC Planning Group is preparing an opportunities and constraints analysis for MPC's Parker Flats parcels, which include both development and habitat preserve areas. EMC Planning Group will also prepare CEQA documentation for the public safety training facilities that will analyze potential biological and habitat issues arising from the proposed development.

Colonel Durham Seaside Campus Initial Study/Mitigated Negative Declaration, Monterey Peninsula Community College District

EMC Planning Group prepared an initial study, mitigated negative declaration, CEQA noticing, resolutions and findings, and a records package for this project on the former Fort Ord. The project involved the renovation of two existing on-site structures for continued use as classrooms.

MPC Education Center at Imjin Parkway Initial Study/Mitigated Negative Declaration, Monterey Peninsula Community College District



EMC Planning Group prepared an initial study, mitigated negative declaration, CEQA noticing, resolutions and findings, and a records package for this project located on the former Fort Ord. The project included construction of a 12,000 square foot building designed with classrooms and office space, a one acre landscape buffer, and parking lot. The initial study considered first-phase development on about 4.4 acres of the 12.7-acre site. The project was built and classes are now being held at the college facility.

East Garrison Land Use Plan Alternative Designs, Fort Ord Reuse Authority

EMC Planning Group examined competing interests of several diverse user groups with an interest in the East Garrison area of the former Fort Ord. Key plan objectives were to 1) identify areas claimed by each user group and map conflicting land claims, 2) find a way for these user groups to share the East Garrison site and 3) encourage some to consider opportunities presented by trading locations within the East Garrison for land in the Parker Flats area. The user groups were: Monterey Peninsula College (for emergency services education programs); a Monterey Horse Park equestrian center (destination equestrian facilities and Olympics training grounds); Arts Habitat (visitor serving commercial, artists' studios and residences, parade grounds and buildings preservation and reuse, and open space); the Akicita Luta Indian Tribe; and the Esselen Indian Nation.

Fort Ord Utility Infrastructure Improvement Project EA/IS, Fort Ord Reuse Authority

EMC Planning Group prepared an environmental assessment/initial study for the Fort Ord Infrastructure Improvement Project, which included utility meter installation at the Marina Municipal Airport, roadway system improvements to 27 miles of existing roads, water system improvements that included a new well and maintenance and equipment for three existing wells, and wastewater system improvements that included new pump station equipment and new pipelines.

UCMBEST Fort Ord Infrastructure Improvements Program EA/IS, Fort Ord Reuse Authority

This environmental assessment/initial study (EA/IS) assessed the environmental impacts of a new intersection on Blanco Road east of the intersection of Reservation Road, and the installation of a wastewater transport system. The new intersection provides a second access to the University of California Monterey Bay Education, Science and Technology Center (UCMBEST) and the Marina Municipal Airport. The wastewater pipeline and lift station provides the East Garrison, UCMBEST and the Marina Municipal Airport with wastewater infrastructure. Because of the federal funding of the project and because a portion of the area containing proposed improvements is owned by the Department of the Army, the document was developed as a joint NEPA/CEQA document.

Imjin Office Park CEQA and Permitting, Fort Ord Reuse Authority

EMC Planning Group assisted the Fort Ord Reuse Authority with CEQA compliance and permitting for the five-acre Imjin Office Park located on Imjin Parkway and 2nd Avenue on the former Fort Ord in the city of Marina.



The project included a general plan amendment and zone change, a minor subdivision, demolition of all existing buildings, and development of an office park. The office buildings will be occupied by the Fort Ord Reuse Authority, the Association of Monterey Bay Area Governments, Builder's Exchange, and the Carpenter's

Union. The buildings include approximately 37,257 square feet of office space and a 9,724-square foot conference center.

In addition to preparing all of the CEQA documentation, EMC Planning Group also assisted the Fort Ord Reuse Authority with obtaining development permits.

Marina Municipal Airport Environmental Assessment and EIR, City of Marina

Fritsche Army Airfield occupied about 1,400 acres at the north end of the Fort Ord Military Reservation. EMC Planning Group, under contract to P&D Aviation, participated in the preparation of an environmental assessment and environmental impact report to study extension and widening of the runway to comply with federal design guidelines, construction of additional aircraft hangars, and ground support improvements (i.e., roads, utilities, fencing, parking) as part of the transfer of the conversion of the airport for civilian use. The airport anticipated 61,000 annual aircraft operations and a based aircraft fleet growing from about 100 to 300 as new hangar facilities are developed over time. The project required an amendment to the Marina General Plan and zoning code, an airport operating permit from Caltrans, City use permits, and a redevelopment plan.

Parker Flats Biological Resources Assessment, County of Monterey

EMC Planning Group conducted a biological resources assessment of the 1,215-acre Parker Flats planning area. Topographic maps, plan maps, and other available planning area information were studied, to define the scope of the biological investigation. Prior to conducting our fieldwork, EMC Planning Group conducted a background data research on potentially occurring Habitat Management Plan plant and animal species in order to determine the potential for rare species occurrence. Reconnaissance-level field survey were conducted to (1) identify and map the principal plant communities and (2) assess the site's potential for special-status species and their habitats, wildlife movement corridors, potential jurisdictional wetlands, and other significant biological resources to occur in the planning area; consulted with various agencies, other consultants, and local biological experts regarding potential impacts and mitigation measures; and prepared a biological resources assessment report describing existing habitats and plant and animal species, the occurrence of and/or potential for special-status species and their habitats, and the need for further studies associated with the environmental review process. The biological resources assessment included a review of all applicable biological resources policies in the BRP and Former Fort Ord Habitat Management Plan and provided recommendations for actions to be implemented to ensure consistency with those policies.

UCMBEST Infrastructure Improvements Biological Monitoring

The California Department of Fish and Game (CDFG) issued a Biological Opinion under the California Endangered Species Act to permit the incidental take of sand gilia, a state-listed endangered plant, in the area of proposed infrastructure improvements at University of California Monterey Bay Education, Science and Technology Center (UCMBEST). EMC Planning Group provided biological monitoring services for FORA as required by the Biological Opinion. EMC Planning Group conducted employee orientation regarding sand gilia; regular construction monitoring of the site to monitor compliance with the conservation measures identified in the BO; represented the project in communications with the CDFG; and prepared monthly reports to CDFG documenting compliance.

2.2 Denise Duffy & Associates

Role: Environmental Constraints for Scoping Process, CEQA Compliance

Key Staff

Erin Harwayne, Project Manager/Senior Environmental Planner

Erin Harwayne has extensive experience in managing complex projects where interagency coordination, resource management, and public outreach were integrally important. She has over 11 years experience preparing all types of environmental documentation in compliance with CEQA and NEPA for a wide variety of educational facilities, military base reuse, residential, commercial, mixed-use, public works, water

facilities, and transportation projects. Her areas of emphasis include natural resource analysis, resource permitting in compliance with the federal and state Endangered Species Acts, California State University and University of California environmental requirements, and former military base redevelopment.

Ms. Harwayne is highly familiar with the complex environmental and regulatory setting of the former Fort Ord and the base reuse and disposal process through over 10 years of close coordination with the BRAC office for a variety of projects. She is currently managing the CEQA and NEPA process for the Fort Ord Habitat Conservation Plan (HCP) under contract with FORA and the U.S. Fish and Wildlife Service, and has successfully completed over 30 environmental documents for a variety of redevelopment and resource management projects on the former military base. Ms. Harwayne has participated in the Fort Ord Coordinated Resource Management Planning (CRMP) Program team meetings for over 10 years. This interaction has allowed her to gain incredible insight to the former military base and the major issues involving redevelopment, habitat management, and remediation activities. In addition, her involvement in redevelopment projects on the former Fort Ord has allowed her to establish excellent working relationships with the participating regulatory and responsible agency staff. Ms. Harwayne is also the project manager for on-going redevelopment projects for CSUMB on the former Fort Ord, serving as their primary environmental consultant. She has successfully processed over 20 projects for the campus.

With a wealth of experience in redevelopment projects on the former Fort Ord, Ms. Harwayne would serve as DD&A's project manager for the environmental analyses and CEQA documentation associated with the BRP Assessment process. As project manager, Ms. Harwayne would provide on-going project management services, including the following: overseeing the preparation of all environmental documents; coordinating with FORA and the EMC Planning Group Team to confirm project scope and appropriate communication protocols; developing and maintaining a project schedule and budget; coordinating staff assignments; and overseeing all quality control/quality assurance protocols to ensure all reports and deliverables are prepared in accordance with CEQA requirements.

Alison Imamura, AICP, Senior Environmental Planner/Engineer/ Air Quality Analyst

Alison Imamura is a professional planner and environmental engineer with over 15 years experience managing and preparing major environmental documents for public agencies, in addition to assisting with local, state, and federal permit acquisition, entitlements processing, and environmental monitoring and reporting. Ms. Imamura has a technical background in environmental and civil engineering and a proven track record of preparing environmental documents in satisfaction of CEQA and NEPA. At DD&A, Ms. Imamura consults local agencies, non-profit groups, and private entities on compliance with global climate change regulations, including conducting greenhouse gas emission inventories and modeling. She is certified by the American Institute of Certified Planners (AICP), demonstrating her comprehensive understanding of planning issues and solutions, and her ethical commitment to the public and environmental resources.

In addition to extensive planning experience, Ms. Imamura has worked as an environmental engineer where she assessed water quality impacts, performed complex air pollution modeling inventories, evaluated environmental health and safety programs, and conducted Superfund analyses for hazardous waste sites in the Central Valley. In addition, at the Central Coast RWQCB, she reviewed permit applicants regarding the region's Basin Plan, Federal Clean Water Act, and National Pollutant Discharge Elimination System (NPDES) compliance. She has extensive experience on public infrastructure projects, including roadways and bikeways; water supply planning, permitting, and environmental review; groundwater monitoring and water supply wells; and recycled water and desalination project environmental review. Ms. Imamura has worked on dozens of projects for the Marina Coast Water District (MCWD) including most recently, the Regional Urban Water Augmentation Project EIR, Recycled Water Project EA, and CEQA Addendums. She has managed and prepared technical studies and environmental documents for over 15 projects on the former Fort Ord, with an emphasis on air quality analyses and water supply projects.

Ms. Imamura will be responsible for the overall management and preparation of the air quality and climate change analyses and water supply and distribution analyses, as well as working closely with project engineers on water infrastructure analyses. As a senior planner, Ms. Imamura will be available as-needed to provide expert consultation on other technical issue areas.

Overview of Project Experience on Fort Ord

DD&A's intimate familiarity with the critical environmental issues, biological resources, and regulatory framework of the former Fort Ord has been fostered through evaluation of more than 50 projects over the last 18 years. As a result, DD&A is highly knowledgeable of the complex regulatory setting on the former Fort Ord. DD&A meets and/or exceeds the required qualifications outlined in FORA's RFQ and is uniquely qualified to perform the environmental services identified by FORA. As a local consulting firm headquartered in Monterey with highly skilled environmental planners and biologists, DD&A has the experience and knowledge in each of the areas identified in the RFQ as being highly valuable.

DD&A has extensive experience on the former Fort Ord and has been involved with the redevelopment of the former Fort Ord for almost two decades, specializing in CEQA and NEPA documentation, biological assessments, and resource permitting. As a result, DD&A is highly knowledgeable of the complex environmental and regulatory setting associated with base disposal and reuse.

DD&A has worked with all the local jurisdictions and agencies with property and/or projects on the former Fort Ord. As a result, DD&A is very familiar with the BRP as well as all the applicable local planning documents, including: city and County general plans; State Parks, UCMBEST, and CSUMB Master Plans; Habitat Conservation Plan; Habitat Management Plan; and city and County redevelopment plans.

DD&A's particular expertise in high-profile projects in the former Fort Ord area offers a keen understanding of the local area, the stakeholders, and the regulatory requirements associated with the former Fort Ord and applicable to the BRP Reassessment process.

As a result of our participation in the Fort Ord HCP impact analysis, DD&A has compiled an extensive GIS database that includes the most recent species occurrence and habitat maps for the former Fort Ord. All of the biologists are highly knowledgeable of the sensitive biological resources within the former Fort Ord and the region as demonstrated through numerous ongoing and successfully completed projects on the base.

In association with the Fort Ord HCP environmental review process, DD&A recently completed a comprehensive, updated land use map for the former Fort Ord utilizing GIS and created a database for future land use analyses, which will be highly beneficial in the BRP Reassessment process.

The local presence and experience on the former Fort Ord offered by DD&A will foster communication and coordination, and ensure that required deadlines are met. DD&A has demonstrated an ability to meet tight schedules and budgets, as illustrated by our excellent working relationships with all the local jurisdictions and by completing scores of environmental documents in the area. DD&A is committed to excellence and has the capabilities to provide the services necessary to meet contemporary planning and environmental challenges associated with the proposed project. DD&A's planners and scientist have completed CEQA and NEPA compliance documentation for over 30 redevelopment projects on the former Fort Ord in the last 10 years. Representative examples are presented below.

Representative Projects

Former Fort Ord Multi-Species Habitat Conservation Plan NEPA and CEQA Compliance

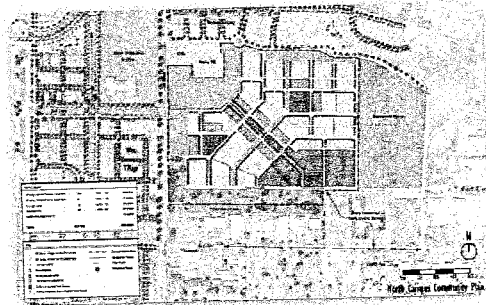
DD&A is currently under contract with FORA and U.S. Fish and Wildlife Service to prepare the EIS and EIR for the former Fort Ord Multi-Species Habitat Conservation Plan (HCP). The project involves the redevelopment of the 28,000-acre former military base, which may result in impacts to both state and federally listed species, including two listed plants (sand gilia and Seaside bird's beak) and four listed wildlife species (California red-legged frog, California tiger salamander, western snowy plover, and the Smith's blue butterfly). As a result, FORA is applying for State and Federal Incidental Take Permits under Section 2081 and Section 10 of the state and federal Endangered Species Acts. The EIR/EIS will evaluate impacts of the HCP and will focus on mitigation of these species, in a large part by preserving large, contiguous habitat reserve areas totaling approximately 18,000 acres. The primary environmental issues associated with the implementation of the HCP include impacts associated with prescribed burns, growth inducement, and cumulative impacts.

DD&A has been involved with the planning process and the preparation of the HCP for over nine years. As the environmental consultant for FORA in this process, DD&A provides a great deal of public outreach for the client, including participation in monthly meetings with the stakeholders, community workshops, and scoping meetings. Recently, DD&A completed the take analysis for all 19 covered species for the HCP, which analyzed the potential impacts to the species that may results from future road and infrastructure projects, habitat restoration activities, fuelbreak and road/trail maintenance, and

development within the Habitat Management Areas. This effort involved the assimilation and quantitative analysis of almost two decades of biological data, requiring a comprehensive understanding of the special-status plant and wildlife species biology and distribution dynamics. As part of this effort, DD&A prepared multiple GIS-based graphics for each of the covered species and created a comprehensive database for use by FORA and Fort Ord land recipients for the lifetime of the HCP.

California State University Monterey Bay (CSUMB) Master Plan EIRs and Ongoing Environmental Consultation Services, CSUMB Campus

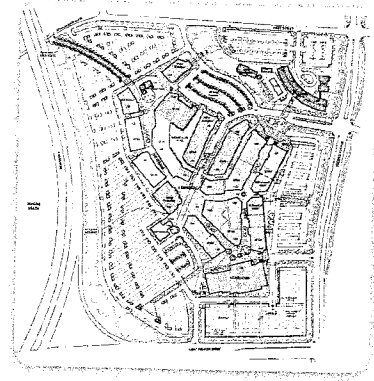
DD&A worked with the California State University (CSU) system to prepare the environmental documentation for the first master plan for CSUMB, the twenty-first campus of the CSU system, on the former Fort Ord site. This plan addressed the first, unprecedented conversion of a former military base to a public educational institution, and includes the ultimate conveyance of approximately 1,350 acres, 260 military buildings, and 1,253 housing units for the new university. Since the 1998 Master Plan, DD&A has prepared the EIRs for the two subsequent master plan updates in 2004 and 2007. Specifically, for the 2007 Master Plan Update, the project objectives included creating a development that incorporates site design, residential architecture, and construction consistent with the best green practices. The project required closely coordinated efforts between members of the project team, including the CSUMB staff, CSU, sub-consultants, CSU counsel, and master planning consultant. DD&A began the 2007 Master Plan Update process by preparing an inventory of the existing conditions, including natural resources (i.e., intact natural vegetation communities, wildlife, and other resources), infrastructure facilities and programs, and environmental hazards within the campus boundaries to determine what sections of the 2004 Master Plan required revisions. DD&A made presentations at public meetings for the project, including scoping meetings. The EIR addressed physical impacts and public service issues associated with full buildout of campus development. Key environmental issues included demolition of buildings and associated hazardous materials (asbestos and lead-based paint), water supply, water and soil contamination, fire and police services, traffic, aesthetics, and biological resources. DD&A prepared the 2007 Master Plan Update EIR in an innovative way with a program-level analysis of the master plan, and also project-level analyses of multiple projects anticipated to occur in the near-term in order to streamline subsequent CEQA compliance for those projects.



Seaside Main Gate Specific Plan Project EIR

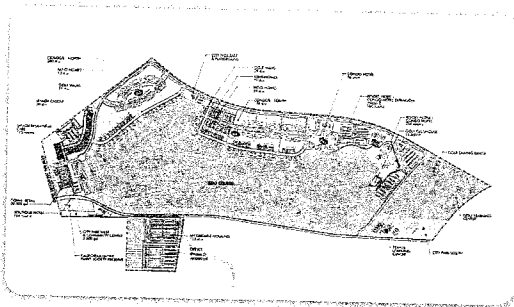
On behalf of the City of Seaside, DD&A prepared the EIR for the Seaside Main Gate Specific Plan project located on the former Fort Ord. The project consisted of a Specific Plan and Tentative Subdivision Map to allow for two developments on the site: 1) a retail center on an approximately 46.17-acre parcel and 2) a full service hotel/spa/conference center on an approximately 7.75-acre parcel. The retail center will include up to 498,500 square feet of retail space and 61,000 square feet of restaurant space

(with a department store anchor), or 378,500 square feet of retail space, 61,000 square feet of restaurant space, and a multiplex cinema (with no department store anchor). The retail center may include a two-story department store or a 16-screen multiplex cinema, along with bookstores, sporting goods stores, house ware stores, clothing stores, market/specialty foods, specialty retailers, and entertainment uses. The primary environmental issues considered in the EIR included aesthetics, air quality, traffic, noise, hazardous materials, land use/planning, public serves/utilities, and cumulative impacts.



Del Rey Oaks Resort Development Project and General Plan Amendment EIR

DD&A is preparing the programmatic and project-level EIR for redevelopment of the former Fort Ord 320-acre site into a resort development within the City of Del Rey Oaks. The resort project consists of a high density, mixed-use development with two hotels, 820 condominium and residential units, timeshare units, office and commercial uses, a golf course, and recreation development. The EIR addresses the environmental impacts of converting former military lands to areas suitable for residential and commercial uses. Conversion of former Fort Ord lands requires consistency among the City's planning documents,

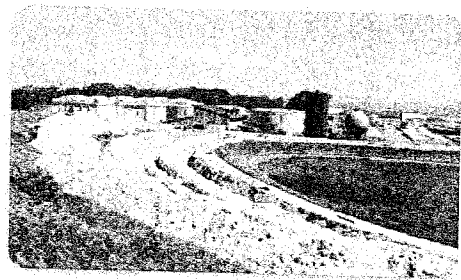


and, thus, several plan amendments are proposed as part of the project, including updates to the City's housing element. The primary environmental issues include hazardous and unexploded materials ordinance, sensitive habitat and special-status species, traffic and circulation, land use compatibility, provision of adequate water supply and services, and economic impacts. DD&A's Natural Resource Division prepared a comprehensive Biological Assessment

for the project, including mapping the habitats and special-status species within the 320-acre site, identifying potential impacts, and recommending feasible and enforceable mitigation measures to reduce those impacts to a less than significant level.

Regional Urban Water Augmentation Project CEQA and NEPA Compliance

DD&A, in conjunction with RBF Consultants, conducted a multi-phased water planning project that included development of an alternative analysis report, an engineering design and feasibility analysis, and an EIR. The project and EIR fully evaluated two major water supply projects to meet the Marina Coast Water District's (MCWD) water augmentation needs. The project goals were fully met by this process and DD&A and MCWD were able to develop a comprehensive alternatives analysis to identify the optimal non-groundwater sources of water (recycled and desalination) to accommodate future urban development of the former Fort Ord and portions of the Monterey Peninsula. Most recently, DD&A was instrumental in



processing federal approvals for the recycled water component of the project, including a Finding of No Significant Impact under NEPA, issuance of a Biological Opinion under section 7 of the Federal Endangered Species Act, and compliance with Section 106 National Historic Preservation Act.

The primary issues addressed in the EIR were biological resources, land use compatibility, geotechnical hazards, construction impacts, water quality, and growth-inducement. DD&A also conducted technical advisory committee meetings as part of this effort to gather input from individuals and agencies with experience and interest in the project, and prepared a comprehensive “Groundwater Status and Inventory Report” with a specialist in hydrogeology. DD&A subsequently prepared a second tier project-level addenda and NEPA documentation on the regional recycled water project, and provided planning services to the engineering team and MCWD during the design and permitting phases.

Fort Ord Conceptual Base Reuse Plan, U.S. Army Corps of Engineers

DD&A prepared a comprehensive analysis entitled the Fort Ord Economic Analysis and Conceptual Base Reuse Plan. DD&A managed the interdisciplinary team of redevelopment planners, real estate, and economic analysts for this base reuse planning study and environmental documentation. The overall conceptual base reuse plan for the 44-square mile Fort Ord military base identified sustained economic development on the site based upon infrastructure constraints, marketing and population projections, and environmental considerations. DD&A prepared the study for the U.S. Army Corps of Engineers within the allotted \$380 thousand dollar budget and within the required timeframe for all deliverables.

2.3 Economic & Planning Systems

Role: Market Study

Key Staff

David Zehnder, Managing Principal and Chief Financial Officer

David Zehnder is an urban economist specializing in public/private development, transactional real estate, feasibility analysis, and public finance. David’s practice centers on the creation of viable land use and financial strategies, taking full account of regional site context, market conditions, public policy objectives, and private-sector financial requirements. He has a keen interest in the creation of vital, mixed-use urban districts critical to meeting societal, environmental, and economic imperatives. Exemplary projects for which David has played a key role include these:

- University of California Santa Cruz—Monterey Bay Education, Science, and Technology Center Environmental Industry Market Niche Study;
- Del Rey Oaks Resort Developer Selection and Negotiation;

- Port of Los Angeles Wilmington Waterfront Development Program Market Analysis and Business Plan;
- San Diego Waterfront Redevelopment (Harbor Island, Navy Pier, Shelter Island);
- Folsom Railroad Block Transit-Oriented Development;
- Sacramento City General Plan Update Market Analysis; and
- Master Development Plan for Robert Mueller Airport (Austin, Texas).

David has served as lecturer for University of California Davis Extension on the financial aspects of planning and brownfield redevelopment strategies and as a panelist for forums convened to discuss urban rejuvenation and brownfields, the economics of mixed-use development, and emerging land use trends.

Jamie Gomes, Principal

Jamie Gomes has over 12 years experience consulting in the areas of public finance, fiscal analysis, government organization, and real estate economics. He has prepared numerous complex infrastructure and public facility financing programs and has helped to implement the array of funding mechanisms identified to carry out the recommended financing strategies. Jamie has served as the project manager in completing comprehensive public facilities financing plans for specific plan projects throughout Northern California. These financing plans involve the identification and creation of funding mechanisms to finance the public infrastructure that is required for new development or redevelopment. Representative projects include the McClellan, North Natomas, Elverta, and Laguna Ridge financing plans. Jamie's public finance work has carried forward into project implementation; he has prepared, updated and helped administer development impact fee programs and has been involved in the formation of special tax districts.

A member of the Urban Land Institute, Jamie has presented on development impact fees at the last few annual National Impact Fee Roundtable Conferences.

Representative Projects

Fort Ord Capital Improvement Program Review, Monterey County

FORA retained EPS to review the BRP capital improvement program (CIP) and CIP funding sources. As part of the analysis, EPS examined the infrastructure cost burdens of new development within FORA member jurisdictions. This methodological approach addressed the dual goals of (1) ensuring that specific CIP projects and related contingencies were clearly delineated, fully transparent, and deemed appropriate; and (2) ensuring that resulting infrastructure cost burdens were consistent with generally accepted thresholds.

The purpose of the FORA Capital Improvement Program (CIP) review was to ensure the available FORA revenue sources, including the CFD Special Tax (one-time special tax or CFD Special Tax), could implement the BRP by completing required CEQA mitigation. The required CEQA mitigations were included

as CIP project costs in the FORA CIP. At the time of the analysis, there was broad recognition that current Special Tax Rates set to offset the CIP costs, combined with the effects of the economic downturn, were major factors precluding the near-term redevelopment within FORA's jurisdiction.

Using input from key project stakeholders, the CIP review was informed by a set of guiding principles. Based upon these guiding principles and several uncertainties regarding the future transition or extension of FORA, EPS recommended a multi-phased approach to resolve outstanding issues. The multi-phased approach included an immediate adjustment to FORA CIP contingency costs and a corresponding reduction in the FORA Mello-Roos Community Facilities District (CFD) special tax. Following the immediate actions, EPS recommended FORA initiate an ongoing evaluation of the CIP financing strategy accounting for resolution of key outstanding uncertainties, including the potential transition or extension of FORA.

Del Rey Resort Developer Selection and DDA Negotiation, Del Rey Oaks

As part of the reuse plan, the City of Del Rey Oaks received approximately 380 acres of former base property. The Del Rey Oaks project area was approved by FORA primarily for visitor-serving uses. The City intended to attract a hotel and golf course complex to the site.

The City of Del Rey Oaks retained EPS to provide support in negotiating a development and disposition agreement (DDA) with the selected master developer. EPS provided market analyses of proposed uses, developed detailed pro forma cash flow models and residual land value analyses, and assisted the City to address complicated transfer and redevelopment issues, such as unexploded ordinance, water allocation, base-wide infrastructure, and risk management concerns. Based on this process, the project application became more diverse, adding residential, senior care, and other uses to the overall land use mix.

Fort Ord Economic Development Conveyance: Due Diligence, Monterey County

FORA developed a Memorandum of Understanding (MOU) with the Department of the Army specifying the terms of an Economic Development Conveyance (EDC) of the 5,000-acre former army base to FORA. The EDC terms were predicated on numerous financial assumptions developed during preceding years. FORA desired that an independent third party review the financial feasibility of the EDC, as expressed in the MOU, before proceeding further with negotiations with the army.

EPS was retained by FORA to review underlying market assumptions, costs, cash flow, and financial feasibility of the EDC for the base as a whole, as well as among the five member jurisdictions. EPS worked collaboratively with past and present advisors to FORA, the local real estate community, and FORA's legal counsel to analyze and test the feasibility under a number of alternative conditions. Based on this analysis, EPS met with FORA staff and board members to discuss key issues and negotiation points, as well as to discuss next steps for ensuring overall project feasibility.

2.4 The Ingram Group

Role: Develop and Implement Community Outreach Program

Key Staff

Candace Ingram, Principal

Ms. Ingram is the principal for this private consulting firm providing services related to land use, community and governmental relations; public relations and marketing; political campaign management; strategic planning; administrative and management consultation; process facilitation and management skills training; organizational development; meetings and conferences facilitation and management.

Teresa Tersol-Wiseman

Ms. Tersol-Wiseman will assist Ms. Ingram with the community outreach for the BRP Reassessment. She has more than 30 years providing legal and business services to private and public clients.

Representative Projects

Fort Ord Base Reuse Plan and EIR, Fort Ord Reuse Authority

The Ingram Group provided public relations assistance in the development and implementation process for the Fort Ord Reuse Plan and EIR. Scope of work included public and agency outreach, information, meeting facilitation, and media interface.

The Ingram Group continues to provide support for FORA as the public information officer/consultant by preparing publications and materials, facilitation of numerous community and agency meetings, media information and liaison, and special events management.

Central Coast Veterans State Cemetery Foundation

The Ingram Group is the consulting administrator for establishment of cemetery and ancillary services and facilities, and assists with development and implementation of information and fund raising programs, coordination of volunteers, and organizational management.

Associated Monterey Bay Area Governments

The Ingram Group provides board workshop facilitation for AMBAG.

Monterey Regional Waste Management District

The Ingram Group provides public relations services to the district including the development and facilitation of the strategic planning process for board and staff members, and facilitation of management and task group meetings.

Transportation Agency for Monterey County (TAMC)

The Ingram Group provided public outreach and information program for select road improvement projects including Highway 68/Ragsdale Road intersection, Highway 68/Community Hospital, and Carmel Hill-Hatton Canyon Bike Trail projects. Tasks included meeting facilitation, and community, business, agency and media relations and informational materials.

2.5 Hexagon Transportation Consultants

Role: Circulation/Transportation Systems Evaluation and Traffic Impact Study for CEQA Compliance

Key Staff

Gary K. Black, President

Gary K. Black is the President of Hexagon and has over 30 years of experience in transportation engineering. Mr. Black has worked on a number of transportation planning, traffic engineering, parking, and transit studies. He has prepared traffic studies for EIRs for over 100 development projects throughout the Bay Area. Mr. Black will serve as principal-in-charge for this project.

Jeffrey A. Elia, P.E., Principal Associate

Jeffrey A. Elia, P.E. is a Principal Associate and a Registered Professional Civil Engineer in the State of California (License No. C 68719). Mr. Elia has over thirteen years of traffic engineering experience involving a variety of engineering and planning projects including intersection signalization projects, traffic signal designs, signing and striping plans, traffic operations studies, and traffic impact studies. Mr. Elia currently manages Hexagon's traffic signal design practice and supervises all design work conducted by the company. For this project, Mr. Elia would serve as Hexagon's lead licensed engineer.

Robert Del Rio, Vice President and Principal Associate

Robert Del Rio is a Vice President and Principal Associate with Hexagon. Since September 1996, Mr. Del Rio has participated and managed a variety of traffic engineering and transportation planning projects for both the public and private sectors. Recent projects include traffic studies for the proposed San Jose

Ballpark, Santa Clara Football Stadium and Main Gate Retail Development EIRs. Mr. Del Rio works in Hexagon's Gilroy office and will be readily available to attend all meetings on behalf of Hexagon. Mr. Del Rio would oversee all operational analysis completed for the project.

Representative Projects

Main Gate Retail Development EIR Traffic Study, City of Seaside

Hexagon Transportation Consultants was retained by Denise Duffy & Associates to prepare a traffic analysis for the Main Gate Retail development EIR in Seaside. The project site is located on the north side of Light Fighter Drive between SR 1 and Second Avenue on the former Fort Ord military base. The project as proposed will consist of 559,500 s.f. of retail space and a 250-room hotel. The land uses of the project site are consistent with the BRP that calls for the fostering of economic growth on the Monterey Peninsula by replacing employment lost by the closure of the military base through the growth of new business and industries. Hexagon prepared the traffic study in accordance with City of Seaside requirements. It was determined that the proposed development would have several impacts on study intersections, roadway segments and freeway segments and interchanges. Improvements were identified to mitigate project impacts.

North San Jose Development Policy EIR, City of San Jose

Hexagon Transportation Consultants was retained by the City of San Jose to prepare a traffic analysis for the North San Jose Policy EIR. Hexagon conducted a comprehensive traffic and transportation analysis to help define and evaluate the impacts of the new North San Jose Area Development Policy. The purpose of the analysis was to define and analyze the preferred project for the new development policy and EIR. The ultimately selected project allows for the intensification of employment, while also adding additional housing to balance land uses in the North San Jose area. The traffic impact study conducted by Hexagon included the analysis of 220 signalized intersections located throughout Santa Clara County. Results of the intersection level of service analysis showed that 48 of the 220 study intersections would be impacted by the project. Improvements for 23 of the 48 impacted intersections were identified to fully mitigate project impacts. Improvements were identified for a further 12 of the 48 impacted intersections, but the identified improvements would not be sufficient to improve the intersection operating conditions to acceptable levels.

Downtown Development Plan EIR and Traffic Operations Analysis, City of San Jose

Hexagon prepared a traffic study report for the planned buildout of downtown San Jose. The study was undertaken to assess the transportation impacts of additional development downtown. The additional development consisted of approximately 4.0 million square feet of office, 350,000 square feet of retail, 2,400 hotel rooms, 3,500 residential units, a museum, and a theater. These developments are located on more than 20 separate parcels throughout the downtown area.

The study consisted of two components. The first component was a Supplemental EIR undertaken for the purpose of identifying freeway impacts on 36 freeway segments in the area. The City of San Jose transportation model was employed for this purpose. The second component was a traffic operations analysis of conditions on the downtown streets. The operations analysis employed two analysis methods: TRANSYT-7F and TRAF-NETSIM. The former method evaluates traffic signal progression on major arterial corridors; the latter method evaluates vehicle queuing and other detailed traffic dynamics using a microscopic simulation model. In coordination with multiple city departments, Hexagon formulated a detailed mitigation plan for the downtown arterial street system.

Coyote Valley Specific Plan EIR, City of San Jose

Hexagon Transportation Consultants, Inc. was retained by the Coyote Valley Housing Group to prepare a traffic analysis for the Coyote Valley Specific Plan EIR. The study analyzed all elements of the existing



and planned transportation system that will be affected by the development of Coyote Valley. The analysis is conducted following the requirements of the Cities of San Jose, Morgan Hill, Gilroy and the Congestion Management Program (CMP) of the Santa Clara Valley Transportation Authority (VTA). Approximately 200 intersections, 30 freeway segments and 15 interchanges were included in the analysis. The tasks in the analysis include: Travel

Demand Modeling, Development of Traffic Projections, Evaluation of Traffic Conditions, Mitigation Measures, Development Alternatives, Mitigation Concept Drawings, Mitigation Cost Estimates, and Future Growth Projections.

EEHVS Nexus Study, City of San Jose

The Evergreen-East Hills Visioning Strategy (EEHVS) would change the General Plan land use designations and zonings on multiple sites within the Evergreen-East Hills area totaling approximately 544 acres. In addition to the proposed land use changes, the proposed EVP also would entail the following actions: adoption of a revised Evergreen Development Policy, revisions to the General Plan roadway network, implementation of a financing plan for the formation of a new Community Facilities District, and adoption of design guidelines for future development in Evergreen. The financing plan would fund various transportation, infrastructure and community improvement projects in the Evergreen-East Hills area. The purpose of the nexus study is to establish a traffic impact fee to be applied to proposed residential developments that do not participate in the Community Facilities District (CFD). Because the fee will not apply to the proposed non-residential uses, additional analysis beyond that contained in the project's EIR were conducted to determine the impacts and required mitigation measures associated with the proposed residential uses alone.

Gilroy Citywide Traffic Forecasting Model and Roadway Master Planning Assistance, City of Gilroy

The City of Gilroy retained Hexagon to develop a traffic forecasting procedure for the City of Gilroy based on the VTA Countywide Travel Demand Model. The purpose was to develop a sound basis for updating the Citywide Transportation Study and Roadway Master Plan Update.

Hexagon evaluated how well the existing VTA model works within Gilroy, and to then devised a specific model improvement plan to address the various validation issues. Thanks to the traffic count data available from the City's Annual Traffic Count Program, Hexagon was able to quickly determine the areas where the model required modification. Refinements to the traffic zone and roadway network structure were made to ensure the model could represent traffic loading patterns in existing and future development areas. Land use data was also reviewed and re-allocated to ensure a reasonable representation of existing and planned development.

Once the Gilroy Model was calibrated and validated to base year conditions (2005), Hexagon conducted a comprehensive re-evaluation of the improvements specified in the City's current Roadway Master Plan. This re-evaluation was based on the traffic demands associated with "buildout" of all approved developments in and around the City.

2.6 Creegan + D'Angelo

Role: Provide Technical Support Services for Major Water, Sewer and Storm Drain Infrastructure and Costing

Key Staff

Richard G. Simonitch, PE, PLS, Principal, Project Manager

Mr. Simonitch, as senior vice president and manager of the Monterey Office of Creegan + D'Angelo (C+D), is responsible for overall project planning, quality control, and resource management. Mr. Simonitch's experience in the field of civil engineering design and construction over the past 25 years covers a wide range of responsibilities including senior level design, project management, land surveying, CADD management, and engineering software development. His expertise is focused on the development of construction documents for public works transportation and land development projects, including the design and preparation of road improvement plans for residential, commercial and school site projects. He also specializes in the design and preparation of grading, drainage, and utility plans, final tract maps, easement definitions, record of surveys, and boundary resolutions.

Leon D. Gomez, P.E.

Mr. Gomez has over 10 years of experience with Creegan + D'Angelo in the preparation of construction documents for civil and transportation engineering projects. His engineering design and experience includes the preparation of plans, specifications, and estimates (PS&E) for roadway, bike trail, water, sewer, and storm drainage infrastructure, as well as residential subdivision and public works projects.

Representative Projects

Fort Ord Reuse Authority Consulting Civil Engineer, Fort Ord Reuse Authority

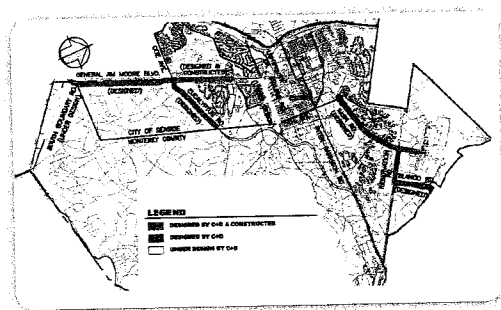
In 1999, Creegan + D'Angelo (C+D) entered into a Master Services Agreement with the Fort Ord Reuse Authority (FORA) to provide Civil Engineering plans, specifications, and estimates for their Capital Improvements Program as well as other planning and engineering tasks as outlined in FORA's Base Reuse Plan. These ancillary tasks have included preparation of Design Reports, a Storm Water Master Plan, and a Master Utilities Plan to provide for future and ongoing utility improvements at Fort Ord. Our Monterey Office has completed the design of over 10 miles of roadway improvements including General Jim Moore Boulevard; Imjin Road; Reservation Road; Blanco Road; Eucalyptus Road – Coe Avenue; Gigling Road; and South Boundary Road. We recently finished designing another two miles of roadway, extending Eucalyptus Road from the City of Seaside jurisdiction north to Parker Flats within Monterey County, at the interface with the proposed "Eastside Parkway."

C+D has also provided design and construction management services to FORA during the recent construction of realigned General Jim Moore Boulevard. This work included the installation of Marina Coast Water District's potable and recycled waterlines and sanitary sewer crossings installed in conjunction with FORA's roadway improvements. We have also been the prime consultant for California American Water's Aquifer Storage and Recovery (ASR) project facilities in General Jim Moore Boulevard, extending multiple pipeline facilities to the well sites at Santa Margarita and Seaside Middle School.

Fort Ord Reuse Authority Street Improvements, Landscaping & Irrigation, Fort Ord

These improvements were approved as part of several EDA Awards and FORA's funded projects. Under an On-Call Contract with the Fort Ord Reuse Authority, Creegan + D'Angelo performed project management, civil and structural engineering for transportation improvement Service Orders including:

- Imjin Parkway, Reservation Road, Imjin Road North Landscaping and Irrigation and Second Avenue: Class I Bicycle Trail, Communication Ducts and Vaults, and Irrigation and Landscaping



- General Jim Moore Boulevard – Normandy Avenue to South Boundary Road: Prepared PS&E for improvement of 2.8 miles of roadway including utilities and a Class I bicycle trail.
- Eucalyptus Road – General Jim Moore Blvd. to Parker Flats Road: Prepared PS&E for improvement of 1.0 mile of roadway including utilities and a Class II bicycle trail.
- South Boundary Road: Preparing PS&E for improvement of 1.4 miles of roadway including Class II bike trail, onsite drainage, lighting and a 3rd lane.
- Gigling Road: Preparing PS&E for improvement of 1.1 miles of roadway including a Class I bike trail, lighting, landscaping, intersection improvements and onsite drainage.

Storm Water Master Plan, Outfall Structure Demolition, and Percolation Basin Design, Fort Ord Reuse Authority

The project is to provide consulting services to the Fort Ord Reuse Authority for eliminating the use of the existing outfall structures that currently discharge into the Monterey Bay Marine Sanctuary and eventually providing for on-site infiltration of all storm water runoff from the cantonment areas of the former Fort Ord.

The first phase of the project consists of directing the existing drainage systems to percolation basin sites west of Route 1 and east of the coastal sand dunes. Extensive dune erosion from two of the failed outfall structures has created a critical condition that threatens both dune habitats and Highway 1. The current timetable is to have all permitting completed on an emergency basis so that the diversions can be completed before the 2002-2003 rainy season.

The second phase includes both the demolition and removal of the four existing outfall structures along the Monterey Bay shoreline, and the preparation of a Storm Water Master Plan and draft ordinances to implement the percolation of storm water on-site in future development areas. This project includes preparation of all construction documents and securing the regulatory permits and the environmental documents for the percolation sites and removal of the existing outfall structures.

2.7 ARCADIS

Role: Technical Support, Strategic Planning, and GIS Support

Key Staff

Kristie Reimer, Associate Vice President

Kristie Reimer will provide senior technical support and strategic planning to EMC Planning Group Team. She will take on an advisory role for the team, and will draw from her 20 years of active involvement in support of the reuse planning and implementation efforts of the former Fort Ord. As Engineering

Project Manager for 1996 Base Reuse Plan/EIR, Operations and Maintenance Plan, she understands the roots of the reuse plan and can offer the historic perspective. This perspective will be brought into today's reality through her continued involvement on Fort Ord as well as her current responsibilities as the Program Manager for the FORA ESCA Remediation Program which is addressing the remediation of MEC impacted properties. She will be able to quickly identify opportunity and constraints for both environmental and infrastructure related issues. If needed, Kristie can draw from the ARCADIS' vast resources to assist the Team to address focused infrastructure or environmental issues. Kristie's experience, expertise and knowledge base will be invaluable to the EMC Planning Team.

Bryan Rees, GIS Specialist

Bryan Rees will support the EMC Planning Group Team with GIS services and will focus on the data management, quality assurance, and document assessment aspects of this project to ensure objectives are achieved effectively and efficiently. His current project experience on the FORA ESCA Remediation Program will help to jumpstart the project team as he has successfully integrated information from Army databases, biological assessments, planning documents, and other sources with ESCA data to create an exhaustive centralized location of activities on the Former Fort Ord. He currently manages several terabyte-sized databases for the FORA ESCA project as well as being responsible for all graphical representations used in reports and other regulatory documentation. His previous employment with the County of Monterey allowed him to develop experience with local and regional planning data, which he can draw upon as a member of this team. Bryan's familiarity with the local area's population and culture, as well as his extensive knowledge with the Fort Ord project specifically, make him an asset to this project.

Representative Projects

Fort Ord-Related Experience, Monterey County

Since the later part of 1992, ARCADIS staff has been continuously involved with the reuse of the former Fort Ord Army Base. During this time, we have developed detailed mapping and knowledge base of the physical site characteristics, on-base infrastructure systems, current planning and redevelopment strategies, and have developed invaluable relations with the variety of local, regional and state agencies involved with the reuse process. We has been involved with almost every aspect of the transformation of the base from military to civilian uses – from base reuse planning to property transfer negotiations to remediation and civil projects in support of base redevelopment. Key Staff were critical members of the EMC Planning Group Team for the preparation and approval of the Base Reuse Plan, Business Operations Plan, and programmatic EIR. The following identifies projects and documents that we have has led, authored or provided technical input and mapping support:

- Land Use Planning. Interim Base Reuse Plan, Final Base Reuse, EIR and Operations Plan, Intermodal Centers Siting Study, UCMBEST Center Infrastructure Planning, Costing and Financing Study, Del Rey Oaks Site Planning and Infrastructure Study, East Garrison Specific Plan;

- Infrastructure Planning & Design. Fort Ord Reuse Infrastructure Master Plan Report, Water Allocation Program, Wastewater Reuse Study, EDA Infrastructure Grant Application, Fort Ord Wastewater Transport Improvement Project, UCMBEST Street and Utility Opening Improvement Project;
- EDC/Land Transfer. EDC Application and Negotiation, EDC Parcelization, Mapping and Legal Descriptions;
- Master Developer Projects. On-Call Support for Master Developers of East Garrison Mixed Use Project (+250 ac), Del Rey Oaks Golf Course/Conference Center (+340 ac) and Marina Heights (250 ac). Services included infrastructure related studies, design, and costing; agency coordination and permitting; regulatory documentation and compliance such as Remedial Design/Remedial Action Workplans, Land Use Control / Implementation Plans; water supply assessments; and EIR technical documentation; and
- Environmental Projects. Building services including demolition reports and estimates; lead based paint and asbestos containing materials sampling, analysis and mitigation plans; site assessments and environmental due diligence; and regulatory coordination and documentation in support of Voluntary Cleanup Agreement.

Fort Ord Reuse Authority Environmental Services Cooperative Agreement Remediation Program for Munitions and Explosives of Concern, Monterey County

As Prime Contractor, ARCADIS led the Team that supported the Fort Ord Reuse Authority (FORA) through the technical discussions and negotiations with the US Department of the Army. This significant up from effort resulted in a Finding of Suitability for Early Transfer (FOSET) and the successful negotiation of an Environmental Services Cooperative Agreement (ESCA) under which the Army funded FORA to privatize the munitions remediation of over 3,340 acres on the former Fort Ord military training base. The FORA ESCA provides for Munitions and Explosives of Concern (MEC) cleanup at a site on the National Priorities List (NPL). Extensive coordination was required between the ARCADIS Team, FORA, the Army and state and federal regulators.

The primary goal of the ESCA Remediation Privatization Program is to expedite both property transfer and the removal of remnant munitions and explosives of concern (MEC) at the former Fort Ord under an accelerated schedule, while sustaining or enhancing local public health and safety. In conjunction with the early transfer, FORA assumed the responsibility for the environmental services under the ESCA. The ARCADIS Team was selected by FORA through a competitive process to provide professional consulting/remediation services in support of the early transfer and ESCA. Under this privatization program, the ARCADIS Team is responsible for all field aspects including MEC investigation and removal, CERCLA compliance and program documentation, and gaining regulatory site closure under a negotiated fixed price.

The ESCA Remediation Program has achieved significant success and adapted the program schedule to address FORA's needs and priorities. Examples of this success include:

- Building a solid and working relationship with regulatory agencies and the Army which has allowed the Team to fast track our field efforts and to date we have initiated investigation and remedial action on 85 percent of the area;
- Focus on public outreach and interface which has expanded the diversity and involvement by the neighboring community and as championed by FORA, has turned disgruntled community members to be supportive of the program;
- Technical expertise and strategic approach which included successfully utilizing a pilot study to develop the Residential Quality Assurance (RQA) process designed to provide the regulatory agencies comfort with the acceptability of a parcel for residential reuse and is being considered by the State of California for adoption as an approved protocol on former small arms ranges; and
- Program flexibility to meet FORA's need and priorities including rescheduling of program activities to integrate remedial investigation and removal actions with preconstruction site activities in support of FORA's capital improvement program which resulted in a critical regional roadway funded by stimulus monies.

Turnkey Environmental Construction Services, Former Fort Ord, Marina

ARCADIS provided turnkey construction services for a multi-million dollar redevelopment project located in Marina, California. ARCADIS' scope involved relocating portions of the Army's groundwater remediation system located within the footprint of the Marina Heights redevelopment project in the Former Fort Ord. ARCADIS was retained by the master developer to conduct a preliminary evaluation of the original design for the relocation of conveyance lines and controls associated with the Army's groundwater extraction and treatment system. ARCADIS identified several engineering discrepancies that may have hindered both the operation of the new system and the construction of new housing at the property. ARCADIS was retained under a fixed-price contract to relocate approximately 1 mile of conveyance lines and electrical and leak detection systems. ARCADIS worked effectively with the master developer, other construction contractors, and the Army, helping establish clear lines of communication and consensus between all stakeholders. ARCADIS was able to anticipate potential hindrances and engineering discrepancies thereby minimizing client concerns and delivering the project on schedule and under budget.

City of Seaside Redevelopment Agency - Former Love Chevrolet Property

ARCADIS was retained by the City of Seaside Redevelopment Agency (the City) in 2009 to conduct an investigation into the soil quality at the Former Love Chevrolet Property located at 3 Geary Plaza in Seaside, California (the Site). ARCADIS also conducted a building's material survey to assess the presence of lead based paint and asbestos containing materials at the Site. The City was contemplating the purchase of the Site but wanted to assess the potential environmental liability prior to purchasing the property. Thus the purpose of the investigation was to collect soil samples and analytical data that would indicate if previous site activities or operations affected soil quality at the Site.

The initial phase of this project was for ARCADIS to review the Site history and conduct a site inspection to formulate a scope of work to target specific site features that may be of environmental concern. Based on our initial review and site inspection, the scope of work for the investigation included the drilling of 17 soil borings for the collection of soil samples adjacent to the following Site features: two former underground storage tanks (USTs); former hazardous materials storage area; oil water separator; low spot where surface water accumulated; and 12 hydraulic lifts and one paint booth located inside the former service building.

Based on the analytical results of the soil samples collected during this investigation ARCADIS was able to obtain case closure from the Monterey County Health Department Hazardous Materials Management Services for the two USTs and identified petroleum affected soil adjacent to three hydraulic lifts. Using the data collected during the investigation, ARCADIS provided the City with a range of estimated costs to further investigate and remediate the areas of affected soil at the Site. Ultimately, the City did not purchase the property.

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Project Understanding and Approach to the Reassessment

3.1 Project Understanding

Preparation of the BRP in 1997 required the cooperation of many local jurisdictions and local and regional agencies. The plan-making process, which took about three years, was one of the most, if not the most, successful and quickest BRP completions in the United States. That successful completion allowed FORA to begin implementing the BRP in 1997 to attract business and economic development to the former military base, as well as build infrastructure and preserve environmental quality for future generations.

As President Clinton's model base closure, FORA can be proud of fulfilling the mission of economic development, providing education, and preserving sustainable environmental quality. Reassessment of the BRP is required by the 1998 settlement agreement on approval of the BRP. Reassessment is intended to reevaluate the BRP's overarching goals as presented in the call-out box to the right. Now, fifteen years after its adoption, the BRP is scheduled for review and reassessment. The EMC Planning Group Team's approach to the BRP Reassessment effort is presented below.

If selected by FORA to assist with the Reassessment effort, the EMC Planning Group Team will prepare a task-detailed scope of work, budget, and schedule to complete the scoping effort, including the market study, community outreach program, and scoping report. Upon completion of the scoping report and selection of the FORA Board-selected BRP Reassessment preferred option, the EMC Planning Group Team will prepare a task-detailed scope of work, budget, and schedule to

FORA GOALS

- (a) To facilitate the transfer and reuse of the real and other property comprising the military reservation known as Fort Ord with all practical speed.*
- (b) To minimize the disruption caused by the base's closure on the civilian economy and the people of the Monterey Bay area.*
- (c) To provide for the reuse and development of the base area in ways that enhance the economy and quality of life of the Monterey Bay community.*
- (d) To maintain and protect the unique environmental resources of the area.*

complete the BRP Reassessment document and the initial study in compliance with CEQA. If FORA determines that an EIR is required, the team will prepare a task-detailed scope of work, budget, and schedule to complete the EIR process.

3.2 Project Management

Accessibility is an important factor in successful management of projects on a fast-track. EMC Planning Group's office is located within minutes to the FORA offices; therefore, our proximity to the FORA offices, as well as the planning area, is an invaluable asset to completing the project within a 12-month timeframe.

Scope of Work, Budgets, and Schedules

All team members will have contracts with clear and detailed work scopes, budgets, and schedules. The project management team will ensure that all work is completed on time and within budget. Out-of-scope items that may come up during the process will be discussed with the FORA project manager immediately. This detail is essential to meeting the 12-month schedule.

Communications, Meetings, and Telephone Conferences

EMC Planning Group's approach to project management includes developing a clear set of communications protocols at the beginning of the process. Team meetings and telephone conferences will be held weekly, and a progress report will be prepared weekly for the FORA project manager. Clear, detailed agendas will be prepared for each meeting/telephone conference, and meeting minutes will be prepared that are task-oriented with deadlines. The minutes will be distributed to the team and the FORA project manager. All documents prepared by the team will be reviewed for consistency and quality controlled prior to submission to FORA staff.

EMC Planning Group holds an internal staff meeting every Monday morning to review the firm's priorities for the current week, as well as the following several weeks. All staff is then aware of the priorities in the office, production schedules, and project deadlines.

Quality Control

All documents prepared by the team will be reviewed for consistency and quality controlled by the quality control team and project manager prior to submission to FORA staff.

Public Meetings and Hearings

The project manager will attend public meetings and hearings, along with other members of the EMC Planning Group Team, to make presentations and answer questions. Presentations will include a PowerPoint Presentation and handouts, as appropriate, to clearly present essential information throughout the process.

3.3 Scoping

The scoping process will provide the information necessary for the EMC Planning Group team to develop and provide options for reassessing the BRP. The team will review past and existing economic, political, and environmental conditions, forecast market demand, and engage the broader community to provide input.

3.3.1 Market Assessment Study

Environmental and Regulatory Constraints Analysis

The team (EMC Planning Group and DD&A0 will prepare an environmental and regulatory constraints analysis for consideration in preparation of the Market Study. The analysis will be based on a review the data collected for the purposes of the Market Study, recent relevant environmental documentation, and local, professional knowledge. The analysis will include an overview of the existing environmental conditions of the former Fort Ord, including, but not limited to, land uses (e.g., description and maps depicting development and habitat areas), regional road network, and water usage. The analysis will contain an inventory of environmental issues and constraints that could result in significant impacts or that could delay the BRP Reassessment process. The analysis will present a summary of how environmental issues may have changed in the past 15 years. The analysis may also include a recommendation as to whether additional studies may be needed to complete the environmental review (CEQA compliance) process.

Market Study

The economic analysis must recognize the complex inter-relationships surrounding the development and maintenance of Fort Ord. Not only must the type, amount, location, timing, and mix of development be validated and adjusted as needed, but the ability to sustain effective base reuse oversight, meet habitat maintenance obligations, provide affordable housing, and to build and maintain regional infrastructure is critical to sustaining positive momentum in the reuse of Fort Ord, the quality of open space and sensitive habitat, the continued remediation and monitoring of UXO areas, and the growth and diversity of the Monterey regional economy, for which Fort Ord is an important engine.

As such, the market analysis task, as interpreted by EPS and the EMC Planning Group Team, involves the following key tasks and considerations:

- **Character of Development.** The world has changed since the BRP adopted in 1997. Future development prototypes are likely to be greener, more affordable, and more oriented toward multi-modal transportation options than their predecessors. At the same time, considerable investment has been made to “set the bones” of redevelopment, guiding regional transportation system planning, massive clean-up efforts, and habitat maintenance strategies. An evaluation of development prospects should involve the following considerations:

- **Development Typologies.** In the residential development world, emphasis will be placed on ensuring that buyers can qualify for homes and cover ongoing expenses. Energy-saving features and green technology are critical from the standpoint of design, orientation, location, and relation to other uses. Proximity to transit will become more important, as will the internal jobs housing match (as opposed to “balance”) on Fort Ord as efforts are made to reduce vehicle miles traveled (VMT) per the tenets of SB 375. Retail prototypes must take account of the global economic “reset” as well as specific industry trends and activity in the region. Export-oriented services and jobs will be critical to growing and diversifying the local economy. Resorts must take account of changing consumer preferences, calibrated to reflect the realities of water limitations and other specific constraints present on Fort Ord and the Monterey region.
- **Modeling Framework.** The type and mix of the development program, at buildout, is critical to the overall balance of development and habitat on Fort Ord. In addition, the timing of development is a driver of revenue available to fund capital investment and operations. The model developed by EPS presently in use on behalf of FORA is fully calibrated to test the effects of changes in value, cost, and timing of development. Using this modeling framework, multiple development scenarios can be tested to develop baseline findings guiding strategies for ensuring the sustainability of the reuse effort.
- **Development Feasibility.** To ensure timely buildout of major uses programmed for Fort Ord, a variety of feasibility tools will be engaged. For example, static pro formas will reflect findings of specific market tasks and facilitate the evaluation of specific uses; a cost-burden analysis is another tool, successfully utilized on past FORA projects, to ensure that the special taxes and assessments do not exceed the internal funding capacity of key projects.
- **Inter-related Financing and Other Elements.** Homes built on Fort Ord not only need to meet consumer preferences, but they must generate adequate market values allowing developers to achieve minimum required profits while paying FORA one-time CFD “fees” at rates sufficient to offset a myriad of infrastructure, open space, and redevelopment challenges. The 6,160 authorized dwelling units and related commercial development projects on Fort Ord are critical to meeting these goals and challenges, and it is critical to have a deep understanding of the consequences (intended and otherwise) of any proposed development program modifications. As part of EPS’ ongoing efforts on behalf of FORA, these inter-related elements have been “mapped” and are well-understood.
- **Changes in Redevelopment Finance.** EPS is on the front lines of the changing world of redevelopment. In the case of FORA, current efforts are being made on FORA’s behalf to thoroughly understand the nature of “enforceable obligations” in the form of continued tax increment receipts that may be payable from individual jurisdictions to FORA. Leveraging our deep understanding of the topic and how the dynamics play out at Fort Ord, we can test various scenarios relating to the amount and timing of any such payments. This may become particularly important in terms of ensuring the feasibility of specific reuse concepts (e.g., affordable housing, projects generating major economic upside, etc.) identified in the market analysis phase, while providing important coverage for other obligations, including the cost of FORA’s operations.
- **Multi-disciplinary economic and planning analysis.** Based on the outcome of the market and economic work, any recommended reuse concepts that depart from the current planning approach will be filtered through an opportunities and constraints matrix incorporating the following elements:

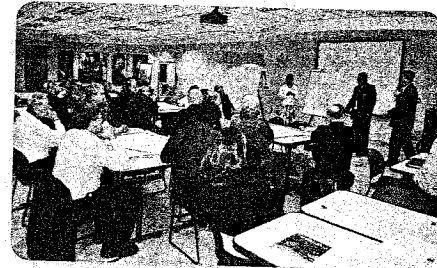
- Market acceptability – prospects for development over the next 20 years, with emphasis on the next 5 to 10 years;
- Overall mix of development – at buildout, a balance of uses is achieved that contributes to sustainable environment (economic, habitat and open space, and social);
- Ability to fund critical base-wide capital improvements and operations;
- Fiscal benefits allowing jurisdictions to meet public safety and other societal requirements;
- Financially feasible – projects that would be pursued by the private sector;
- Contributes to a politically acceptable outcome, ensuring a balanced approach that controls development risk to public and private parties; and
- Ensures sustainable oversight of base reuse process by FORA or successor agency.

An administrative draft, draft, and final market study will be prepared.

3.3.2 **Community Outreach Program**



The Ingram Group will provide Community Outreach services for the BRP review and reassessment project. The EMC Planning Group Team understands that the goals of the BRP Reassessment process will build upon the foundation provided in the BRP to meet objectives in reuse – specifically the integration of opportunity, resources, infrastructure, supportive services, and capital resources relative to economic, environmental, and educational sustainability within the region. With respect to a scope of work for Community Outreach in the BRP Reassessment process, The Ingram Group anticipates three components (and related products): Assessment, Planning, and Implementation. Please note that we expect overlap within components and that certain tasks and actions will run concurrent with work by other team members and within the “components”.



Assessment

In the Assessment component The Ingram Group will work with other EMC Planning Group Team members and with FORA staff to identify, understand, and integrate relevant data and material related to the BRP and application of standards and operational directives including items such as applicable legislation, adopted principles, relevant plans (such as the HMP, HCP, CIP, etc.), inter- and intra-jurisdictional relationships, and so forth. The Ingram Group would also work with the team and FORA to identify major stakeholders, interested parties, agencies and jurisdictions, and others vital to achievement of the reassessment.

Planning

In the Planning component, The Ingram Group will identify a suggested Community Outreach strategy and action planning (Outreach Plan) to identify tasks, timelines, types of information and materials recommended/suggested, and desired outcomes resulting from the tasks and actions. Interviews with identified key stakeholders, for purposes of contributing to an overall outreach approach strategy/plan and for identification and support for elements of the Marketing study and plan preparation, may well take place during this period in addition to ongoing and periodic follow-up interviews that will be conducted during the Implementation component.

Implementation

The Implementation component will include team support activity, regular contact with FORA and other interested parties, stakeholder contact, and active community involvement including activities ultimately to be designated in the Outreach Plan. Examples include workshops; preparation and distribution of informative materials and interface with FORA web and distribution networks; presentations and contacts with organizations and individuals; utilization of methods designed to inform and include the general public and the many diverse interests, communities, and population segments within the region; and media interaction. Examples of population and interest segments can be expected to include, but are not necessarily limited to: the general community; interested parties; identified key stakeholders; interest groups and individuals; jurisdictions and agencies; media resources; service groups; business organizations; cultural and social interest leaders and organizations; environmental and land use oriented interest organizations, professional groupings, and others.

As part of the EMC Planning Group Team, The Ingram Group will also assist in achieving the work products noted in the Request for Qualifications including activities related to deliverables noted in the RFQ. These include involvement in activities such as team meetings and assistance as determined and needed to produce a Market Study; community and selected stakeholder meetings to provide information and receive input about the reassessment process and elements; assistance with presentations and input meetings with the FORA Board, and potentially with other identified parties integral to the reassessment process; assistance and activities (as identified) relevant to the comment periods; and assistance related to information and content as relevant to content and production of the BRP Reassessment documents.

3.3.3 Scoping Report

The scoping report will document and summarize the effort in 3.3, Scoping, presented above. The report will present the BRP Reassessment needs analysis, the conclusions of the market assessment, and the outcomes of the community outreach program. The EMC Planning Group Team will consult with FORA staff to develop a variety of BRP Reassessment options for the FORA Board to consider. The report will clearly present the options, the reasons for each option, the pros and cons of each option, and the process for implementation. The report will include text, graphics, and charts and will be user friendly. The EMC

Planning Group Team will prepare a draft scoping report to FORA staff for their review. Upon completion of FORA staff's review of the report, it will be finalized and presented to the FORA Board for their consideration and selection of the preferred option.

3.4 Draft Reassessment Document

Upon selection of the preferred option by the FORA Board, the EMC Planning Group Team will prepare a task-detailed scope of work and budget to complete the BRP Reassessment document and the initial study in compliance with CEQA.

Using the preferred options selected by the FORA Board, the EMC Planning Group Team will prepare an administrative draft document for review and approval by the FORA staff, and will seek additional input from the FORA Board. Upon approval of the administrative draft document, a public review document will be prepared and circulated for public review along with the CEQA compliance document.

3.5 CEQA Compliance

Based on the Draft BRP Reassessment document, DD&A will prepare an initial study to identify any potentially significant impacts that may result from the project in accordance with CEQA Guidelines. The analysis will contain the Initial Study Environmental Checklist from Appendix G of the CEQA Guidelines, and will be completed in compliance with all CEQA requirements. If the conclusions of the initial study indicate that the Reassessment would not result in significant environmental effects with implementation of mitigation measures, if necessary, a negative declaration would be prepared. If the conclusions of the initial study indicate that the Reassessment would result in significant environmental effects, even with the implementation of mitigation measures, an EIR would be necessary. FORA will determine the level of CEQA clearance required for the project based on the results of the Draft IS.

3.6 Final Reassessment and CEQA Documents

The draft Reassessment document and CEQA documentation will be presented to the public for review and comment, as required by state law. Final Reassessment and CEQA documentation will be prepared, including any proposed revisions to the Reassessment document, as well as response to comments and a final CEQA document. These final documents will be presented to the FORA Board for review and consideration.

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Client References

EMC PLANNING GROUP	
Michael Houlemard Jr., Executive Director Fort Ord Reuse Authority	(831) 883-3672 michael@fora.org
Mike Novo, Director Planning Department Monterey County Resource Management Agency	(831) 755-5192 novom@co.monterey.ca.us
Carl Holm, Assistant Director Monterey County Resource Management Agency	(831) 755-5192 HolmCP@co.monterey.ca.us
Christopher Callihan, Sr. Deputy City Attorney City of Salinas	(831) 758-7256 chrisc@ci.salinas.ca.us
DENISE DUFFY & ASSOCIATES	
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Mr. Carl Niizawa Deputy General Manager/District Engineer Marina Coast Water District	831.384.6131 cniizawa@mcwd.org
Mr. Todd Muck, Principal Transportation Planner Transportation Agency for Monterey County	831.775.4407 todd@tamcmonterey.org

ECONOMIC & PLANNING SYSTEMS	
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Brian Finegan, Principal/ Attorney at Law	831.757.3641 brian@bfinegan.com
Richard Fitzgerald Seaside Resort Development	831.392.1900 seasideresortdev@aol.com
THE INGRAM GROUP	
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Debra Hale, Executive Director Todd Muck, Project Manager Transportation Agency for Monterey County	831.775.0903 Debbie@tamcmonterey.org todd@tamcmonterey.org
Michael D. Armstrong, President/CEO North Tree Fire International	831.582.3415 marmstrong@northtreefire.com
HEXAGON TRANSPORTATION CONSULTANTS	
Mr. Larry Patterson City of San Mateo, Department of Public Works	(650) 522-7303 lpatterson@ci.sanmateo.ca.us
Mr. Dennis Ng City of Santa Clara, Department of Public Works	(408) 615-3021 dng@santaClaraca.gov
Mr. Manuel Pineda, Deputy Director City of San Jose, Department of Transportation	(408) 975-3295
CREEGAN + D'ANGELO	
Mr. Jim Arnold Fort Ord Reuse Authority	831.883.3672
ARCADIS	
Stan Cook, ESCA Program Manager Fort Ord Reuse Authority	831.883.3672
Marc Edwards, USACE SPK Contractor	Marc.A.Edwards@usace.army.mil
Scott Ottmar, Junior Engineer City of Seaside	831-899-6885 SOttmar@ci.seaside.ca.us
Lisa Brinton, Redevelopment Project Manager City of Seaside	831.899.6883 LBrinton@ci.seaside.ca.us

ATTACHMENT A

EMC PLANNING GROUP TEAM RESUMES



RÉSUMÉ

MICHAEL J. GROVES, AICP SENIOR PRINCIPAL

Mr. Groves is the founder and senior principal of EMC Planning Group Inc. Through his leadership and commitment to excellence in client service and the hiring of highly qualified personnel, Mr. Groves successfully established the firm as one of the leading land use and environmental planning firms in the Monterey Bay Region and California's Central Coast. From 1995—1997, he served as project manager for the American Planning Association national, award-winning policy document, the *Fort Ord Reuse Plan*. In his 30-year career as a land use and policy planner, Mr. Groves has provided project management for over 750 planning projects, within more than 150 California cities, counties, and special districts.

As one of the firm's senior principals, Mr. Groves is involved in project management and coordination of a full range of planning projects completed by the firm. His main focus within the firm is on client representation for major urban and regional planning projects, coastal planning projects, conceptual design, major land use and environmental planning efforts, city planning and management consulting, real estate and site evaluation studies, and permit processing for projects located throughout California. He has also simultaneously held the position of acting planning director for several jurisdictions throughout Monterey County.

EDUCATION

- B.A. University of California at Santa Barbara, Environmental Studies, 1977
- B.A. University of California at Santa Barbara, Geography, 1977

PROFESSIONAL CERTIFICATION

- AICP American Institute of Certified Planners, 1990

PROFESSIONAL ACHIEVEMENTS

- APA National Award for work on the "National Model" base closure at Fort Ord, California, 1997

PROFESSIONAL ASSOCIATIONS AND COMMUNITY INVOLVEMENT

- Member, American Planning Association
- Member, Ventana Chapter, Sierra Club
- Former Member, Monterey Peninsula Water Management District, Technical Advisory Committee
- Former Member, Sand City Habitat Conservation Task Force
- Former Member, Monterey Peninsula Water Management District, Policy Advisory Committee
- Head Coach, Monterey High School Baseball Program
- Community Leadership Council - Ending Oppression Worldwide



TERI WISSLER ADAM
SENIOR PRINCIPAL

Teri joined the firm in 1991 and has been a principal since 2001. Her area of expertise is in California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) compliance.

Teri directs the CEQA and NEPA compliance projects for the firm. Teri has been responsible for a large variety of private projects including residential, commercial, industrial, mixed-use, and large specific plan and general plan projects. She has also managed several projects for public facilities such as

recycled water projects, roadway projects, bikeway projects, bridge projects, elementary, high school, and college campuses, and other public facilities such as health clinics, landfills, child development centers, and federal research facilities. She has represented public clients throughout Monterey County, Santa Clara County, Merced County, San Luis Obispo County, San Mateo County, and as far south as Los Angeles County.

EDUCATION

B.S. California Polytechnic State University at San Luis Obispo, Business Administration, Concentration in Environmental Management, 1991

PROFESSIONAL ACHIEVEMENTS

- Member, Association of Environmental Professionals Emerging Issues Committee
- Contributor, *Environmental Mitigation Handbook*, California's Coalition for Adequate School Housing, February 2009
- Presenter, CEQA Workshop, Association of Environmental Professionals
- Current Newsletter Editor, Association of Environmental Professionals, Monterey Bay Area Chapter
- Past Director/President, Association of Environmental Professionals, Monterey Bay Area Chapter

PROFESSIONAL ASSOCIATIONS AND COMMUNITY INVOLVEMENT

- Member, Association of Environmental Professionals (AEP)
- Member, Monterey Peninsula Unified School District Facilities Task Force (2005-06)
- Membership Director and Parliamentarian, Foothill Elementary School PTA (2004-08)
- Member, Monterey Peninsula College Trustees Areas Task Force (2006)



RÉSUMÉ

RICHARD JAMES, AICP, MUP PRINCIPAL PLANNER

Mr. James joined the firm in 1998. His responsibilities include municipal project management and processing, management and preparation of environmental documents, and preparation of ordinances. Mr. James conducts research, writes, edits, manages other staff and project budgets, and provides ongoing client contact.

Mr. James has prepared a variety of zoning, subdivision, and other ordinances, staff reports, resolutions, findings, conditions of approval, and public presentations.

He has prepared or managed several dozen environmental documents and managed municipal processing of numerous projects including several major annexations. Mr. James is also experienced in planning graphics, cartography, landscape design, and construction.

Mr. James owns a bicycle mapping business and prepared GIS-based maps for the City of Watsonville GIS Center.

EDUCATION

M.U.P. San Jose State University, Urban Planning, 1997

B.S. California Polytechnic State University at San Luis Obispo, Ornamental Horticulture, 1980

PROFESSIONAL CERTIFICATION

AICP American Institute of Certified Planners, 2002

PROFESSIONAL ASSOCIATIONS AND CERTIFICATION

- Member, American Institute of Certified Planners
- Member, American Planning Association
- Life Member, League of American Bicyclists
- Past President, California Association of Bicycling Organizations



RÉSUMÉ

AARON ACKERMAN ASSOCIATE PLANNER

Aaron Ackerman joined the firm in June 2011. Aaron is a land use planner with experience in conceptual design plans, specific and master planning, land use feasibility studies, GIS analysis, 3D visual simulation modeling, graphics preparation, and environmental documentation, including CEQA and NEPA.

Aaron's experience includes working in both the private and public sectors of the planning field. Prior to working for EMC Planning Group, he was employed with RBF Consulting, and as a student intern with the Town of Mammoth Lakes and Sacramento County.

EDUCATION

B.A. California Polytechnic State University at San Luis Obispo, City and Regional Planning, 2006

PROFESSIONAL ASSOCIATIONS

- American Planning Association, Member
- U.S. Green Building Council, Member
- Association of Environmental Professionals, Member



Erin Harwayne

Senior Environmental Scientist / Planner / Project Manager

Education

Bachelor of Science, Earth Systems Science & Policy (Marine and Coastal Ecology), California State University Monterey Bay, 2000

Continuing Education, Land Use/Natural Resources Topics, through University of California Extension Program and CLE International

Experience

Environmental Scientist/Planner/Project Manager, DD&A

Research Assistant, Monterey Bay National Marine Sanctuary

Professional Affiliations

Member, Association for Environmental Professionals
Member, American Planning Association

Member, California Native Plant Society

Registrations/Certifications

CEQA and NEPA Intensive Workshop Certifications

Fairy and Tadpole Shrimp Identification Class and Service Test Certification

PADI Certified SCUBA Diver
Service Federal Recovery Permit No. TE-091857-0 - California tiger salamander

DFG Research Permit for Listed Plant Species No. 04-08-RP - Sand gilia

DFG Scientific Collection Permit No. CS-007722 - Aquatic invertebrates/Mammals/Reptiles/Fishes/Amphibians

With over 11 years at DD&A, Ms. Harwayne has managed and prepared numerous environmental documents in compliance with CEQA and NEPA for a wide variety of projects involving educational facilities, natural resources management, water supply and distribution, military base reuse and redevelopment, public works, and transportation and transit infrastructure. She has experience preparing all types and levels of environmental documents, including:

- Initial Studies/Mitigated Negative Declarations (IS/MND)
- Environmental Assessments/Finding of No Significant Impact (EA/FONSI)
- Environmental Impact Reports (EIR)
- Environmental Impact Statements (EIS)
- Biological Assessments (BA)
- Natural Environment Studies (NES)
- Wetland Delineation Reports
- Mitigation Monitoring and Reporting Programs (MMRPs)

Integrating her extensive background in ecology with land use planning, Ms. Harwayne utilizes an innovative approach toward solving complex environmental issues. Her technical capabilities are as follows:

- Adeptness in regulatory permitting processes, including Clean Water Act Section 401 and 404, California Department of Fish and Game (DFG) 1602 Lake and Stream Alteration Program, Federal Endangered Species Act Section 7 consultation and Section 10 permit processes, California Endangered Species Act Section 2081 Incidental Take Permits, and California Coastal Act permits
- Management and preparation of environmental documents in accordance with CEQA and NEPA requirements and local, State, and Federal policies and regulations
- Highly knowledgeable of the process and complex regulatory environment associated with the redevelopment of military bases, specifically the former Fort Ord
- Proficiency in conducting biological surveys, including protocol-level surveys for special-status wildlife and plant species such as the San Joaquin kit fox, California tiger salamander, black legless lizard, California red-legged frog, vernal pool crustaceans (fairy and tadpole shrimp), sand gilia, Monterey spineflower, and seaside bird's beak
- Expertise in the environmental review processes for the California State University and University of California systems
- Excellent communication and presentation skills, and highly skilled in technical writing and editing
- Expertise in preparing scopes, managing sub-consultants, and keeping projects within established budgets and timeframes

ESA Section 10 Permits and Section 7 Consultation Projects:

- *Fort Ord Habitat Conservation Plan EIR and EIS – Fort Ord Reuse Authority and the U.S. Fish and Wildlife Service*
- *Monterey Bay Regional Desalination Project Biological Assessment – MCWD, Cal-American Water, and U.S. Bureau of Reclamation*

Erin Harwayne

Senior Environmental Scientist / Planner / Project Manager

- *Recycled Water Project Biological Assessment – MCWD and U.S. Bureau of Reclamation*
- *Santa Lucia Preserve Habitat Conservation Plan EA – Rancho San Carlos Partnership and the U.S. Fish and Wildlife Service*
- *Marina Heights DFG Incidental Take Permit – The Chadmar Group*
- *Endangered Species Act Educational Workshop and Staff Training – MCWD*

Educational Facility Projects:

- *2007 Master Plan and Near-Term Projects EIR – California State University Monterey Bay/Board of Trustees*
- *West Campus Building Demolition Project – CSUMB*
- *North Quad Student Housing IS/MND – CSUMB*
- *Outdoor Pool IS/MND – CSUMB*
- *North Campus Housing EIR – CSUMB*
- *Land Exchange Addendum to Master Plan EIR – CSUMB*
- *Environmental and Constraints Analyses for Building Demolition Pilot Project, Library Project, Visitor's Center Project, Sports Complex Project, Co-Generation Plant, and Telecommunications Infrastructure Upgrade Project – CSUMB*

Biological, Wetland Assessment, and NES Projects:

- *Haskell's Landing – City of Goleta, The Chadmar Group*
- *Veteran's Cemetery – Fort Ord Reuse Authority*
- *Monterey Downs Horse Park – Monterey Downs, LLC*
- *Whispering Oaks Business Park and MST Facility – Monterey Salinas Transit*
- *Regional Water Augmentation EIR – MCWD*
- *Marina Station EIR – City of Marina*
- *Seaside Main Gate EIR – City of Seaside*
- *LaTourette Subdivision EIR – County of Monterey*
- *Gilroy General Plan Update EIR – City of Gilroy*
- *Regency Center EIR – City of Gilroy*
- *Biological Assessment for the General Plan Update – City of Monterey*
- *Arroyo Seco Road Guardrail NES – Monterey County Department of Public Works*
- *Highway 25 Safety Improvement NES - Caltrans District 4 and Council of San Benito County Governments*

Water Facilities Projects:

- *Storm Drain Improvements Project IS/MND – City of Carmel-by-the-Sea*
- *Tank Design and Improvements Project EA/IS – MCWD*
- *Water Supply Master Plan EIR – MCWD*
- *Castroville Storm Drain Master Plan Improvements Project – Monterey County Department of Public Works*
- *Pond A-4 Sediment Storage Environmental Analysis – Santa Clara Valley Water District*

Linear Projects:

- *Monterey Bay Peninsula Light Rail Project – Transportation Agency for Monterey County*
- *Eastside Parkway Biological Study – Fort Ord Reuse Authority*
- *Uvas Creek Park Preserve Trail Improvements IS/MND – City of Gilroy*
- *Carmel Valley Class I Bicycle Trail IS/MND – Monterey County Department of Public Works*
- *Carmel Valley Road Improvements IS/MND – Monterey County Department of Public Works*



Alison Imamura, AICP

Senior Planner / Engineer / Air Quality Analyst / Project Manager

Education

Master of Science, Civil and Environmental Engineering, University of California at Berkeley, 1996 (Air Quality emphasis)

Bachelor of Science, Environmental Engineering, Cal Poly San Luis Obispo, 1995.

Continuing Education, Land Use/ Natural Resources, University of California, Davis, APA and AEP seminars.

Experience

Senior Environmental Planner/ Engineer, DD&A

Environmental Engineer, Radian International

Water Resources Engineer, California Regional Water Quality Control Board, Central Coast

National Science Foundation Intern, University of Southern California Center for Laser Studies

Professional Affiliations

Association of Environmental Professionals (AEP)
American Planning Association

Registrations/Certifications

American Institute of Certified Planners (AICP)
Engineer-in-Training (EIT)

Alison Imamura, AICP, is a professional planner and environmental engineer with over 15 years of experience managing and preparing major environmental documents for public agencies, in addition to assisting with local, state, and federal permit acquisition, entitlements processing, and environmental monitoring and reporting. Ms. Imamura has a technical background in environmental and civil engineering and provides project management and CEQA/NEPA expertise on a range of projects. She is intimately familiar with local, state, and federal issues, policies, and regulatory regimes regarding infrastructure water supply, air quality, and climate change.

Her technical capabilities are as follows:

- Design, construction, and operation of waste water and water supply systems and other infrastructure projects
- Analysis and development of effective and feasible mitigation measures for air quality, global climate change and greenhouse gases, and water quality projects
- Air quality engineering, including complex air pollution modeling and inventories of particulate matter, toxics, and greenhouse gas emissions
- Permitting under the California Coastal Act, Clean Water Act and National Pollutant Discharge Elimination System (NPDES)
- Experience evaluating hazardous material issues and solutions at contaminated sites
- Specific and general planning principles and practices through AICP certification maintenance and ongoing and continuing education
- Water supply and transportation infrastructure planning and funding
- Management of mitigation monitoring for major land use development and infrastructure projects, including residential, commercial, transportation, water supply, wastewater, and drainage facilities

Water Resources and Infrastructure Projects:

- Monterey Bay Regional Water Supply (Desalination) Project Local Agency Environmental Review and Implementation, NEPA, CEQA, and Permitting
- Marina Coast Water District (MCWD) Water Augmentation Project/Recycled Water Project Environmental Impact Report (EIR), Addenda, NEPA Environmental Assessment, and Permitting
- MCWD On-Call Contract Planning and Water Supply Assistance
- Carmel Valley Filter Plant Clearwell Project Constraints Analysis Permitting and Environmental Monitoring.
- Carmel Area Wastewater District Salinity Management Program/Advanced Tertiary Project Environmental Review and Permitting
- Carmel Highlands On-Site Wastewater Management Plan – Environmental Constraints and Strategy Analysis, Initial Study (IS)/ Negative Declaration (ND)
- Salinas Valley Groundwater Basin Well 32 Replacement Project Initial Study/Negative Declaration
- MCWD/Salinas Valley Groundwater Basin Eastern Distribution Environmental and Permitting Strategy Coordination
- City of Seaside Well Replacement and Bay Avenue Storm Drain Projects IS/NDs
- City of Hollister/Sunnyslope Water District/San Benito County Water District Lessalt Water Treatment Plant Upgrades and Operation IS

Alison Imamura, AICP

Senior Planner / Engineer / Air Quality Analyst / Project Manager

- Monterey Regional Water Pollution Control Agency Recycled Water Agreements and Pumping Plant Environmental Strategy and Compliance
- Seaside Groundwater Basin: Environmental Review of Sentinel Wells and Seawater Intrusion Response Plan and Basin Management Action Plan
- California-American Water Company Water Supply Infrastructure Upgrades Environmental Processing and Permitting

Commercial and Residential Environmental Review:

- City of Hollister Creekbridge Residential Rezoning/Annexation EIR
- City of Del Rey Oaks Creekside Center Mixed Use Project EIR
- City of Seaside First Tee Project Contract Planning, IS, Environmental Assessment, and EIR
- City of Gilroy Miraflores and PSI Residential Development IS/MNDs
- City of Carmel-by-the-Sea Hitchcock House/San Carlos Inn Project EIR
- City of Capitola Rispin Mansion Hotel and Library EIR
- Tavernetti/Morisoli Subdivision EIR

Long-Range Planning:

- Gilroy General Plan Update EIR and Eastside Studies General Plan Amendment Environmental Studies
- Gilroy Urban Service Area Amendments EIR
- MCWD Water System Master Plan and Capital Improvement Plan
- MCWD Ord Community Sphere of Influence and Service Area Annexation

Climate Action Plans:

- City of Monterey Climate Action Plan
- City of Gilroy Climate Action Plan

Coastal Development Permitting Services:

- Seaside Groundwater Basin Sentinel Monitoring Wells
- Carmel Highlands Sewer Connection Project
- Carmel Hill and River Bicycle Trail Project
- Carmel Beach and Bluff Protection Project

Alternative Transportation Facilities Projects:

- Carmel Hill/River Bicycle and Pedestrian Trail NEPA/CEQA and permitting
- Santa Cruz Rail Line CEQA/NEPA
- Pacific Grove Shore Improvement and Multi-Use Trail Project IS
- Carmel Beach Bluff and Trail Protection IS/ND and Permitting

Other Transportation / Public Facilities Planning and Environmental Review:

- Monterey Regional Water Pollution Control Agency Solar Power Plant
- Caltrans NEPA Noise Studies, Statewide
- Carmel Valley Road Improvement Projects IS/ND
- San Benito County Fairview Road Left Turn Channelization Project NEPA Technical Studies

Contract Planning, Entitlements and Mitigation Monitoring:

- Seaside Highlands Housing Development Project Contract Planning and Mitigation Monitoring.
- Seaside Resort Development Entitlements Processing
- SPCA Monterey County Horse Rescue Facility Environmental Assessment and Entitlements and Overall Facility Planning

DAVID W. ZEHNDER, MANAGING PRINCIPAL

David W. Zehnder is a consulting economist specializing in regional economics, public/private development, transactional real estate, feasibility analysis, and public finance. David's practice centers on creating viable land use and redevelopment strategies, taking full account of regional site context, market conditions, public policy objectives, and private-sector financial requirements.

SELECTED PROJECT MANAGEMENT EXPERIENCE

Reuse Study for Alameda Naval Air Station (NAS Alameda) Financial Analysis, Business Plan, and Disposition Analysis

EPS played a central role in implementing the Reuse Plan created for NAS Alameda by conducting market analyses for employment-generating land uses. EPS led a multidisciplinary team to 1) model the financial feasibility of the Reuse Plan; 2) create a business plan for reuse of the base; and 3) assist the Alameda Reuse and Redevelopment Authority in negotiating the conveyance of the property from the Navy.

Watsonville Industrial Development Strategic Plan

In response to a decreasing supply of adequate land for industrial needs, and the need to generate more stable employment for the local population, the Economic Development Administration funded a study to analyze market and land use issues in Watsonville's Westside Industrial Redevelopment Area and to provide the City with a long-term redevelopment strategy. The City of Watsonville contracted with EPS, Community Design + Architecture, and Berryman & Henigar to collaborate on analyses related to market and land uses, financial feasibility, and infrastructure needs. The result was a recommended development program and financing and implementation plan.

San Diego Harbor Island Waterfront Redevelopment

The Port of San Diego is evaluating reuse prospects for 45 acres on the San Diego waterfront located close to San Diego International Airport. The site is currently being used on an interim basis for rental car and airport employee parking, as well as hotel, R&D, and other uses. EPS evaluated approaches to generating short-term lease income to the Port through continuation of existing ground leaseholds, while building toward an ultimate reuse scenario. EPS conducted market due diligence, led an outreach effort to explore a range of high profile uses with regional stakeholders, and developed an implementation strategy for the Port as it continues to evaluate long-term redevelopment concepts.

Port of Los Angeles Wilmington Waterfront Development Program Market Analysis and Business Plan

Assisted in developing the Master Plan for the Wilmington Waterfront Development Program, providing industrial and retail market and feasibility analyses, business plan development, identifying public and private financing sources, and implementation recommendations for the 95-acre site.

EDUCATION

Master of City Planning, concentration in Regional Economics, University of California at Berkeley, 1992

Bachelor of Arts in Economics, San Francisco State University, 1989

Bachelor of Arts in Geography, San Francisco State University, 1989

PREVIOUS EMPLOYMENT

Consultant, Economic Strategies Group, 1991-1992

Economic Analyst, Solano Private Industry Council, 1990-1991

Coastal Act Enforcement/Legal Support, California Coastal Commission, 1988-1990

SELECT AFFILIATIONS & SPEAKING ENGAGEMENTS

Urban Land Institute (ULI), Sacramento District Council, Chair

International Economic Development Council (IEDC)

California Association for Local Economic Development (CALED)

Moderator, ULI Emerging Trends, Sacramento

Lecturer, University of California at Davis Extension, "Financial Aspects of Planning" and "Brownfield Redevelopment Strategies"

The Economics of Land Use



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Mobile-Brookley Aeroplex

Developed a strategic plan for the 1,700 acre Brookley Aeroplex and greater Mobile region. The EPS team evaluated Mobile's position within the Southeast and Gulf Coast regions, the composition of Mobile's regional economy, and advantages conferred by transportation infrastructure, labor force, and other factors to identify long-range development potential among aerospace, environmental, logistics, and other industries. The Team then worked to develop project phasing, financial, and organizational strategies. Required capital improvements were incorporated into the development of a master plan, and implementation actions were prioritized.

Hayward Cannery Redevelopment Area Plan

The City of Hayward retained EPS to evaluate the financial characteristics of the proposed development to determine the extent to which revenues would be generated by new development. EPS prepared tax increment projections, analyzed impact fees, and made recommendations regarding the financing of required infrastructure improvements. The result was an economically and politically feasible financing strategy.

Kings Beach and Tahoe City Economic and Redevelopment Strategy

EPS analyzed economic and land use conditions and population trends to create a strategic plan for redevelopment in Kings Beach and Tahoe City, focusing on the redevelopment of retail, visitor accommodations, and affordable housing in the form of transit-oriented, compact villages, facilitating improved views, open space, and environmental protection for Lake Tahoe's north shore.

Panelist, "Urban Assets and Sectors: Outlook for Office, Industrial, Retail, Hotel & Housing," IMN's Second Annual Opportunity & Private Fund Forum on Urban Rejuvenation & Brownfields, Los Angeles, April 2007

Panelist, "The Economics of Mixed Use Development," Northern California Redevelopment Alliance, March 2007

SELECT PUBLICATIONS

David has authored or co-authored the following selected papers:

"The Use of Master Developers: Outsourcing Base Reuse," Economic Development Commentary, Winter 2000

"A Triage Strategy for the Development of University-Related Research Parks," Conference Proceedings of the American Association of University-Related Research Parks, Monterey, California, 1996

"The Economic Interdependence of the San Francisco Bay Area," UC Berkeley Institute for Urban and Regional Development, 1992

"An Economic Development Strategy for Solano County," Solano County Private Industry Council, 1992



JAMIE GOMES, PRINCIPAL

Jamie Gomes has 12 years of experience consulting in the areas of public finance, fiscal analysis, and real estate economics. He has directed complex consulting assignments on behalf of both public- and private-sector clients that have resulted in successful development and redevelopment projects. Jamie is one of EPS's leading experts in implementing infrastructure financing mechanisms, particularly Mello-Roos CFDs and development impact fee programs.

SELECTED PROJECT MANAGEMENT EXPERIENCE

McClellan Air Force Base Reuse Public Facilities Financing Plan and CFD Formation

EPS prepared a financing strategy to pay for backbone infrastructure and other needed improvements and developed a \$169.4 million financing implementation plan that used infrastructure charges, tax increment revenue financing, and grant and other funding. EPS helped secure \$10 million in capital facility financing through a California Infrastructure and Economic Development Bank loan. During implementation of the Financing Plan, EPS assisted the developers and the County in forming a Mello-Roos CFD to fund approximately \$70 million in backbone infrastructure facilities within McClellan Business Park.

Mather, McClellan, and Tustin Military Base Reuse Projects

EPS prepared, with successful results, technical analyses needed for the reuse/redevelopment of three former military bases in California: a pro-forma business plan cash flow model for the Marine Corps Air Station Tustin Economic Development Conveyance (EDC) Application, EDC modifications for the former Mather and McClellan Air Force Bases, and a public facilities financing plan for the McClellan Final Reuse Plan.

Marina Coast Water District Connection Fee Review

EPS reviewed the basis for the Marina Coast Water District (MCWD)'s proposed increases in Water and Sewer Capacity Charges for the Ord Community Area. Specifically, EPS determined whether or not the increases were justified under current legal statutes. Upon finding that the proposed charges failed to meet requirements under existing statutes, EPS prepared an Alternative Capacity Charge Calculation. This calculation was prepared for comparative purposes only, and did not constitute a determination that capacity charges imposed on this basis would satisfy the requirements criteria.

Roseville Fiscal Analyses and Financial Services

EPS prepared a variety of fiscal impact and financial analyses for the City of Roseville, including fiscal impact analyses of the Sierra Vista and Creekview Specific Plans. These fiscal analyses were used by the City in its revenue-sharing negotiations with Placer County to facilitate annexation of the specific plans into the City.

EDUCATION

Master of Business Administration with concentration in Urban Land Development, California State University Sacramento, 1997

Bachelor of Arts in Economics with a minor in History, University of California Davis, 1991

PREVIOUS EMPLOYMENT

Senior Vice President, EPS, 2004-2006

Vice President, EPS, 2002-2004

Senior Associate, EPS, 2000-2002

Associate, EPS, 1998-2000

Sr. Loan Officer, First Federal Credit Union, Sacramento, 1994-1998

Assistant Manager, Norwest Financial CA, Inc., Stockton, 1992-1994

AFFILIATIONS

Urban Land Institute, Associate Member

National Impact Fee Roundtable, Member and Presenter

The Economics of Land Use



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Northwest Rocklin Annexation Area Public Facilities Financing Plan and CFD Formation

EPS prepared a Public Facilities Financing Plan that set forth a strategy to finance backbone infrastructure and public facilities needed to serve 1,900 acres in northwest Rocklin. The Plan optimized funding sources that minimize the financial burden on undeveloped land while assuring that necessary facilities will be constructed when needed. Financing Plan implementation included Mello-Roos CFDs and a development impact fee program for infrastructure and services.

Winrock/Quorum Town Center Redevelopment Project Market, Fiscal, and Economic Impact Analysis

EPS was retained by a developer group to provide market, fiscal and economic impact analyses in support of a Tax Increment Development District (TIDD) application to the City of Albuquerque, County of Bernalillo, and State of New Mexico. In support of the successful application, EPS forecasted property and gross receipts tax revenues to be received by each agency and also those revenues that would flow through the TIDD to finance infrastructure improvements for a proposed mixed-use town center redevelopment project in the Uptown area of Albuquerque.



CANDACE INGRAM

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PROFESSIONAL EXPERIENCE

Principal
The Ingram Group
Pacific Grove, CA
Principal/consultant for private consulting firm providing services related to land use, community and governmental relations; public relations and marketing; political campaign management; strategic planning; administrative and management consultation; process facilitation and management skills training; organizational development; meetings and conferences facilitation and management. The Ingram Group is a woman-owned small business.

Executive Director
Community Human Services Project
Monterey, CA
Administrator of Joint Powers Agency. Fiscal and contracts management; personnel management, supervision and development; program development and implementation; data collection and analysis; grants and reports; community organization and liaison; fund raising; marketing; training.

Executive Director
The Center
Pleasanton, CA
Administrator of non-profit corporation. Responsible for establishment of agency. Duties similar to those described above.

Director, Information and Education
Planned Parenthood of Western Missouri and Kansas
Kansas City, MO
Administrator of program and volunteer services. Program development; administration and management; grants management; fiscal systems compliance; fund raising; personnel supervision, training and evaluation; data collection and analysis; community liaison; media and public relations.

Program Director
YWCA
Ogden, UT
Administrator of program and volunteer services. Development and supervision of programs/services; fund raising; contracts management; volunteer recruitment, supervision, training, public relations; and publicity.

COMMUNITY INVOLVEMENT

Member, Board of Directors, Monterey Credit Union
Prior member and chair, Supervisory (audit) Committee, Monterey Credit Union

Former Member and past-President
Board of Directors, Elkhorn Slough Foundation

Member, past-President and Vice-President
Soroptimist International of the Monterey Peninsula

Former Public Member and Chair
Monterey County Local Area Formation Commission

Former Member and Board President
Board of Education, Pacific Grove Unified

Former Member/past-President; Session Presenter
Board of Directors, Leadership Monterey Peninsula

Former Commissioner and Vice-Chair
Monterey County Community Services Commission

Former Public Representative
Monterey County Administrative Review Board

Former Nominating Committee
Tri-County Area Girl Scouts

Member, Monterey Peninsula League of Women
Voters; past member Board of Directors and Voter
Services Director

EDUCATION

Master Degree: Public Administration (MPA)
Bachelor of Arts Degree: Spanish/English

T E R E S A T E R S O L - W I S E M A N

Postal Box 3747
Carmel, California 93921
(831) 624-6023 (phone) (831) 309-6780 (fax) (831) 706-2400 (VOIP)
teresa@tersol.com (e-mail)

P R O F E S S I O N A L E X P E R I E N C E

Tersol & Associates, Business Services
Carmel, California - USA

June, 1997 to present

PARTNER, SENIOR CONSULTANT. *Offering consulting services to companies, non-profit and other organizations via various projects. Some of those clients with whom I have worked include: Invest in Sweden; JCG International Site Selection Consultants; NavTeq (both in the U.S. and Europe); Softbank Services Group (ClientLogic); Platinum Development Company; ASE; Solex; Adaptiv; Consumer Link Networks (Perks.com), eGlobal Villages, Telepost; and TopTier Software among others. Some of the projects have included, but are not limited to:*

- *Developing and presenting workshops for organizations in developing and defining organization vision and mission statements, defining organizational values, strategic alignment to organizational goals*
- *Workshop and Seminar Organizing, co-ordination and facilitation*
- *Mediation and Conflict Resolution – intra and inter departmental, organizational*
- *Designing Ongoing Customer Retention Programs and Infrastructure*
- *Establishing Quality Plans, Defining Key Performance Metrics, Measurement Systems*
- *Strategic planning for a company moving to a customer management model*
- *Supplier and Vendor Audits, establishment of Supplier/Vendor Management Programs*
- *Business Process Re-engineering Projects with goal of ensuring organizational strategic alignment*
- *Assisting in preparing for ISO 9000, TS16949 quality certifications and audits*
- *Assessment of existing customer management, accounting system, implementation of new system*
- *Designing Cost Containment –Continuing Improvement Programs for multi-national organization including systems to measure improvements*
- *Building business cases, financial and operational, for organizational IT investments including establishing benchmark measurements and methodology for measuring and tracking Return on Investments.*

Knowledge Adventure, Inc., Educational Software and Online Publisher
Torrance, California - USA

2005 - present

GENERAL COUNSEL. *Providing general legal services to a software publisher who specializes in online and retail educational games for children. Drafts and reviews all legal agreements including, but not limited to, international and domestic licensing, general corporate agreements, Terms and Conditions, NDAs, Professional and Personal Services Agreements, etc.*

Softbank Services Group
DUBLIN, IRELAND

December, 1993 to March, 1997

MANAGING DIRECTOR, VICE PRESIDENT-INTERNATIONAL. *Responsible for managing an International/Pan-European call center and fulfillment center in Dublin, Ireland. As a subsidiary of*

Softbank Services Group whose headquarters are in the United States, had full responsibility for the European operations. Complete Profit and Loss Accountability. Responsible for growth reflecting at least 100% annual growth for the past three years on a profitable basis. Company grew from 5 employees in 1991 to 200+ in 1997.

Alexander & Lord (UCA&L)
Monterey, California

January, 1988 to December, 1993

VICE PRESIDENT, CLIENT SERVICES. (Director, Client Services, Operation Manager) Managed the Client Services group of fourteen - including Account Managers, Account Coordinators, Client Customer Service Representatives, IS Support Coordinators and Inventory Control Manager - of a call center and fulfillment services company. Responsible for ensuring that the company met client expectations, built relationship with clients, understood client marketing and sales objectives.

Digital Research, Inc.
Monterey, California

September, 1985 to December, 1987

ADMINISTRATOR OF COMPENSATION AND STATISTICS. Managed third party license and royalty tracking and reporting for a software company. Managed licensing and royalty tracking from licensing customers. Also managed tracking and payment of all commissions. Primary responsibility was contract administration of all royalty agreements.

November, 1980 to August, 1985

Law Offices of Teresa Tersol
Monterey, California

ATTORNEY AT LAW. Established and ran private law practice in general law.

E D U C A T I O N

Martin Luther King Jr. Hall, School of Law - University of California,
Davis, California
Juris Doctorate - 1978

1975 to 1978

Oakes College - University of California,
Santa Cruz, California
Bachelor of Arts, Sociology - 1975

1972 to 1975

Monterey Peninsula College
Monterey, California
Associate of Arts, ethnic studies - 1971

1969 to 1971

O T H E R I N F O R M A T I O N

Member, California State Bar 1980 - present
Chairperson, IQPC -conference, Atlanta, GA October 1997
COPC Auditor's Class - Buffalo, New York July 1998
Speaker - Telemarketing 2000 hosted by Telecom Ireland, Dublin, Ireland Sept. 1996
Speaker, IQPC -, Dublin, Ireland June 1996
Mediation Training - Certified Mediation
Lifetime California Community College teaching credential - law
Former Member, Filipino Community Organization of the Monterey Peninsula
Former Member, Monterey County Commission on the Status of Women
Former Director, SCRAMP



Gary K. Black AICP, President

Education

Master of City Planning in Urban Transportation, University of California at Berkeley
Bachelor of Arts in Geography, University of California at Los Angeles


Professional Associations

American Institute of Certified Planners
Institute of Transportation Engineers



Experience

Since 1982, Mr. Black has directed a number of transportation planning, traffic engineering, parking, and transit studies. He has prepared transportation plans for the Cities of San Jose, San Mateo, Reno, Bakersfield, Martinez, and Hayward, and areawide plans for the Tri-Valley area of Alameda and Contra Costa Counties and many parts of San Jose. He also was part of the team that prepared the California Trade and Goods Movement Study.




Representative Projects

- **Areawide Transportation Plans:**

Circulation Elements for General Plans in San Mateo, Sunnyvale, Hayward, Martinez and Bakersfield.

San Carlos - Citywide study involved estimating and analyzing the traffic conditions that would occur from buildout of known development sites within the city. Intersection levels of service were calculated and recommendations were made for possible transportation network improvements.


North San Jose – Hexagon developed a revised development policy for North San Jose that included a long-range forecast of traffic conditions and development of a long list of necessary transportation improvements – both roads and transit. The policy resulted in the adoption of an impact fee to fund transportation improvements.



Bay Meadows – Hexagon prepared the transportation plan for redevelopment of the Bay Meadows Race Track in San Mateo into a mixed-use, transit orientated development.

- **Campus Studies:**


Foothill College –The campus is served by one ring road that is accessed through a single intersection. Hexagon staff recommended that the ring road be made one-way. Other recommendations were also made for better signage and lighting around the ring road.



City College – Hexagon staff was hired to measure parking demand and to determine the amount of new parking needed. Hexagon staff conducted parking occupancy. Student parking in neighborhoods was estimated by comparing overnight occupancy to occupancy at typical student peak times.

IBM Campus - Hexagon staff was hired to address various problems occurring on the internal roads. Many recommendations came out of study including modifying speed limits, narrowing streets, channelizing pedestrian crossings, adding signals, and modifying intersection geometry to improve sight distance.

- **Site Traffic Analyses:**



For offices, hotels, restaurants, residential subdivisions, apartments, warehouses, industrial complexes, and mixed-use developments in San Jose, Santa Clara, Sunnyvale, Milpitas, Los Gatos, Fremont, Monterey, Palo Alto, Menlo Park, Redwood City, San Carlos, San Mateo, Los Altos, Santa

Rosa, Napa, Hayward, Bakersfield, Richmond, Concord, and Cupertino, California. These included estimation of future trip generation, impacts on adjacent intersections, and site-specific pedestrian and auto circulation issues such as driveway and crosswalk locations.

- **Corridor Studies:**

Route 238 Bypass – Mr. Black evaluated several transportation alternatives to the proposed Rte 238 Bypass in Hayward. The Planning Area 2 Travel Forecasting model was used to project future traffic in the Central County area. The basis of the evaluation was to analyze the effects of each scenario in terms of (a) changes in traffic volumes on major roads and freeway segments, (b) congested versus uncongested vehicle miles traveled (VMT), and (c) the impacts on major street intersection operations.

- **Parking Studies:**

San Carlos – Staff believed that the available parking spaces were utilized to such an extent that any future development could not be accommodated. It was determined that future development could be accommodated only by planning a parking structure. A suitable site was identified, and a three-level parking structure was designed (one level underground and two levels above). To help the financial feasibility of the parking structure, it was designed to have two levels of housing above.

San Mateo – Due to recent and projected growth, many downtown merchants believed that more parking facilities were needed. Surveys revealed that the existing parking situation is adequate, although during peak times customers sometimes must settle for less desirable spaces because the prime spaces are taken by employees. The study was able to show that a relatively modest increase in downtown parking meter rates combined with a small property assessment could finance an additional parking structure.

- **Major Developments:**

Valley Fair – Valley Fair is a 1.2 million square foot regional mall that was proposed for enlargement by approximately 300,000 square feet.

Santana Row – This project transformed a 1960's era shopping center into a mixed-use "Main Street" style shopping, entertainment and residential center.

Oakridge Mall – The proposed expansion consisted of the addition of 85,000 square feet of movie theater space plus additional retail and restaurant space.

Evergreen Specific Plan - The plan called for the construction of over 4,000 dwelling units on about 600 acres. Hexagon staff analyzed both on-site and off-site traffic impacts of the plan and developed the circulation element of the EIR.

Jeffrey A. Elia, P.E., Vice President & Principal Associate**Education****Bachelor of Science in Civil Engineering, Cum Laude, San Jose State University, San Jose, California****Honors and Professional Associations****Registered Professional Civil Engineer in the State of California (License No. C 68719)****Registered Professional Civil Engineer in the State of Nevada (License No. 018516)****Member, Institute of Transportation Engineers****Member, American Society of Civil Engineers****Charter Member, Transportation and Development Institute of ASCE****Member, Chi Epsilon, National Civil Engineering Honor Society****Experience**

Since 1998, Mr. Elia has managed and assisted with a variety of site traffic analyses, traffic engineering projects, signal design projects, signing and striping design projects, and transportation planning projects. Mr. Elia also spent 14 months working for the City of San Mateo Public Works Department as a contract employee in the capacity of City Traffic Engineer, which involved a variety of traffic engineering issues, such as traffic control warrant analyses, investigating reports of unsafe intersections, drafting and assisting with new City transportation policies, reviewing traffic engineering reports, implementing traffic calming measures, overseeing grant projects and working with the City's traffic consultants.

Representative Projects

- **Traffic Impact Analyses** for a wide range of land uses in various jurisdictions in and around the San Francisco Bay Area and northern California. These projects included some or all of the following tasks: estimation of traffic distribution patterns near the project site, project trip generation and assignment, trip generation surveys, intersection level-of-service calculations, intersection impacts and recommended mitigation measures, mitigation diagrams, mitigation cost estimates, traffic reassignment (due to roadway changes), freeway segment level-of-service analysis, freeway-ramp junction level of service analysis, site access and circulation review, parking surveys, signal warrant analysis, intersection operational analysis, heavy vehicle factor calculations, saturation flow rate adjustments, two-lane highway level of service analysis, and sight distance evaluations.

Representative jurisdictions include nearly every city in Santa Clara County, San Mateo, Hayward, East Palo Alto, Danville, Eureka, Lodi, Los Banos, Santa Cruz County, Watsonville, Hollister, and San Benito County.

- **Traffic Signal Design** – These projects include the preparation of plans, specifications, and cost estimates for traffic signal installation and modification projects in San Jose, Gilroy, Fremont, and San Ramon. These projects typically include the design of pavement delineation and signing plans. A significant aspect of these projects was developing a design that satisfies the requirements of the Americans with Disabilities Act. Additionally, these projects often involve provided design support services to the project civil engineer to ensure that the proposed curb layout and pavement delineation would provide for proper lane alignment at each intersection and freedom from vehicle turning path conflicts.

- **Traffic Simulation Analyses** - Mr. Elia has experience with both the SimTraffic and CORSIM microscopic traffic simulation software packages. The projects that Mr. Elia has worked on include employing traffic simulation: (1) to evaluate how the placement of a new traffic signal in an existing coordinated signal system would affect traffic progression in the corridor, (2) to evaluate how traffic added by a proposed development project would affect traffic progression in a corridor, (3) to

identify optimum signal coordination patterns and settings for a series of signalized intersections, and (4) to evaluate travel-time savings resulting from a planned roadway improvement project.

• **Freeway Detour Plan Projects** – I-680 Auxiliary Lane Project, Fremont, California; US 101/SR 85 Interchange Reconstruction Project, San Jose, California. These projects involved determining road closure and lane closure schedules for various freeway mainline segments, freeway ramps, and city streets. A volume-to-capacity (V/C) analysis was performed to determine the hours of the day and days of the week when there would be sufficient excess capacity on all segments of the detour route to accommodate traffic diverted from the closure segment. A similar analysis also was performed for lane closures on the freeway mainline segments.

• **Traffic Signal Progression Studies** – Some of these studies have involved the use of the SimTraffic microscopic traffic simulation software to determine if the placement of a traffic signal to facilitate access to a proposed project site was possible within an existing coordinated traffic signal system. These studies also have involved determining the optimum location for a proposed signal and the cycle lengths and intersection offsets for the signals in the coordinated system. For these projects, the system performance was evaluated with and without the proposed signals to identify how traffic progression in the study corridors would be affected. The SimTraffic software also was used to simulate a busy arterial in San Mateo to develop and evaluate a series of traffic signal coordination patterns with the purpose of improving traffic progression and reducing vehicle emissions in the corridor.

• **Truck Queuing Analyses** – These projects involved performing truck queuing analyses for material recycling and transfer dump facilities. The analyses consisted of calculating truck queues at an on-site weigh scale and focused on determining the probability that truck queues would extend out of the respective project sites and onto the adjacent public streets. The projects involved determining cycle times for trucks in the facilities and included field observations at similar facilities to measure the various components of the material off-load cycle.

• **Intersection Safety Studies** – These studies involved collecting and analyzing traffic volume and accident data. Field observations were conducted during the critical time periods to observe traffic operations and driver behavior. The available sight distances were evaluated and compared to recommended safe sight distances. Safety improvement measures were formulated based on the study results.

• **Parking Studies** – Japantown, San Jose, California; Gilroy Downtown Specific Plan, Gilroy, California. These studies included an assessment of existing parking supply and demand, estimation of future parking demand, and evaluation of existing and future land-use data. The Japantown study included conceptual designs for alternative on-street parking layouts and an assessment of long-term versus short-term parking needs. The Gilroy Downtown study included a sensitivity analysis to identify the amount of additional development growth that likely could be supported by the available parking supply.

• **Citywide Traffic Monitoring Programs** – San Mateo, California; Gilroy, California. These projects involved developing traffic count programs for each City that would be carried out on a regular basis so that traffic volume and traffic patterns changes throughout the respective cities could be tracked. In San Mateo, Mr. Elia developed and carried out the early implementation stages of a citywide traffic-monitoring program that included about 260 roadway count segments. The program allowed the City to monitor traffic volumes at 59 key unsignalized intersections for potential future signalization. The traffic-monitoring program developed for the City of Gilroy included about 210 roadway segments on the City's system of expressways, arterials, and collectors. For both of these



projects, after the count locations were identified, count schedules were established based on holidays and on the schedule of school holidays, half-days, and in-service days.

Publications

“Using Video Data to Measure Vehicle Operating Modes for Prediction of Emissions”, Transportation Research Record 1664, September 1999. (Co-author)

Previous Experience

San Jose State University, Department of Civil Engineering – *Research Assistant*



Robert Del Rio, Vice President & Principal Associate**Education****Bachelor of Science in Civil Engineering**, San Jose State University, San Jose, California**Professional Associations****Institute of Transportation Engineers****Registered Engineer-in-Training in the State of California****Experience**

Since September 1996, Mr. Del Rio has participated and managed a variety of traffic engineering and transportation planning projects for both the public and private sectors. These projects included the preparation of scopes of work, site traffic analyses, general plan amendment studies, traffic simulation & operations studies, detour plans, parking studies, parking designs, and surveys.

Representative Projects**• Transportation Planning**

Traffic Simulation/Operations Studies to evaluate operations of existing and future transportation systems for both existing and future growth conditions. These studies included the use of the NETSIM animation software to conduct qualitative as well as the quantitative analysis produced using CORSIM. Representative projects include: Downtown San Jose Traffic Operations, US 101/Bailey Interchange Operations, North Coyote Valley Transportation System, and US 101/Hellyer Interchange Operations.

Site Traffic Impact Analyses/EIRs/Traffic Feasibility Studies for various office, retail, residential, manufacturing, and mixed-use developments in San Jose, Santa Clara, Milpitas, Campbell, and Hayward, California. These studies included the estimation of proposed project impacts on the surrounding transportation system under existing and future traffic conditions, recommending mitigation measures, site-plan and circulation review, and parking layout review. Representative projects include: Valley Fair Mall Expansion (Retail), Town and Country Redevelopment (retail/residential), Vietnamese Center (Retail), and Tropicana Plaza Redevelopment (retail) in San Jose; Various office, manufacturing, and R&D developments in the North Coyote Valley, North San Jose, and Edenvale areas of San Jose; Maxim (R&D), Campbell; Walpert Ridge (mixed-use), SR 238 Bypass (TIA), Hayward Circulation Element (TIA), Hayward; McCarthy Ranch EIR (mixed-use) and Fleming Business Park (R&D), Milpitas.

General Plan Amendments for the City of San Jose's Housing Opportunities Plan. The amendments consisted of traffic analysis for identified potential housing sites throughout the city. The analysis involved a new GPA analysis process developed by Hexagon and the City of San Jose. Using the City's traffic model projections were made to determine the effects of the amendments on the supporting transportation system.

Area-Wide Traffic Impact Analyses for the City of San Jose North San Jose Development Policy and Downtown Strategy Plan. The studies included an analysis of the effects of large area-wide development on transportation facilities not only within the development area, but also facilities located throughout Santa Clara County.

Silicon Valley Rapid Transit Corridor Traffic Analysis utilizing traffic forecasts also produced by Hexagon, traffic analysis was prepared for the extension of the Bay Area Rapid Transit (BART) rail line to the South Bay. The traffic analysis included the evaluation of the effects of the proposed stations on transportation patterns in the immediate vicinity of each station locations, and parking demands,

site-access and on-site circulation at each of the stations. Traffic detour plans were also developed for the construction periods of each of the stations. Five multi-modal stations in three cities were included as part of the analysis.

- **Parking**

Parking Studies for San Jose City College and the Downtown Palo Alto Parking Structure. These studies included the estimation of parking demand using employee and parking lot surveys.

Parking Operations and Design for Valley Medical Center in San Jose and the Cal Poly San Luis Obispo Parking Structure. The analysis involved the evaluation of parking structure circulation and entrance/exit efficiency.

- **Surveys**

Border Customs Survey to determine trade and goods border crossing time.

Previous experience includes:

Barton-Aschman Associates (Internship and full-time)





Education

BS, Civil Engineering, San Diego State University, San Diego, California, 1985

Professional Registrations

State of California

- Professional Engineer (Civil)
1991 / No. 48570
- Professional Land Surveyor
2001 / No. 7821

PROFESSIONAL EXPERIENCE

Mr. Simonitch, as Senior Vice President and Manager of the Monterey Office of Creegan + D'Angelo (C+D), is responsible for overall project planning, quality control, and resource management.

Mr. Simonitch's experience in the field of Civil Engineering design and construction over the past 25 years covers a wide range of responsibilities including Senior level Design, Project Management, Land Surveying, CADD management, and engineering software development. His expertise is focused on the development of Construction Documents for Public Works transportation and land development projects, including the design and preparation of Road Improvement Plans for residential, commercial and school site projects. He also specializes in the design and preparation of grading, drainage, and utility plans, Final Tract Maps, Easement definitions, Record of Surveys, and Boundary resolutions. Projects representative of his experience include:

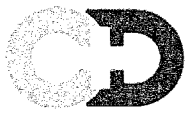
- **Utility Corridor Master Plan, Fort Ord, CA:** Project Engineer for design of a Master Plan to provide for future utility improvements at Fort Ord as roadways are improved and to reserve locations within each future roadway improvement for each utility. This includes close coordination with FORA, the Cities of Seaside, Marina, and Del Rey Oaks, Monterey County, Marina Coast Water District, and the various utility companies.
- **General Jim Moore Boulevard, Fort Ord, CA:** Principal Engineer for design of improvements to General Jim Moore Boulevard at Fort Ord. The 3.5 mile project includes widening the existing roadway from Normandy Road to Coe Avenue from 2 lanes to a divided 4-lane roadway; it continues from Coe Avenue to Broadway Avenue as a divided 2-lane roadway and then from Broadway to Route 218 as a two-lane roadway. It is planned to have a Class I Bike Trail. Important in the design is the coordination with FORA, Seaside, and Del Rey Oaks.
- **Eucalyptus Road, Fort Ord, CA:** Principal Engineer for design of improvements to Eucalyptus Road from General Jim Moore Boulevard to Parker Flats Road. The project includes designing the roadway improvements for a design speed of 45 MPH as a 2-lane roadway with 8 ft. shoulders for a Class II Bike Trail.
- **South Boundary Road, Ford Ord, CA:** Principal in Charge for preparation of PS&E for the improvement of 1.4 miles of roadway with a Class II bike trail from General Jim Moore Boulevard to approx. 5,000 feet east of General Jim Moore Boulevard.
- **Gigling Road, Fort Ord, CA:** Principal in Charge for preparation of PS&E for the improvement of 1.1 miles of roadway including a Class I bicycle trail from General Jim Moore Boulevard to east city limit near 7th Avenue.
- **Marina Coast Water District (MCWD), Marina, CA:** Principal in Charge for the design of Phase III, IV, and V recycled and potable waterlines. This included preparation of construction plans and technical specifications for the various segments of potable water and recycle water pipelines to be installed along General Jim Moore Boulevard in conjunction with FORA's roadway improvements.
- **Kohl's Department Store, Salinas, CA:** Project Manager for the site engineering services for 7.23 acres with an 88,248-SF building. Scope of



Richard G. Simonitch, PE, PLS
Principal, Project Manager

work included all site work necessary to attain permits for the construction of the project. Coordinated with the local and state officials to determine all codes, design and construction standards, zoning requirements, storm water runoff requirements, and roadway improvement requirements. Prepared complete dimensioned site layout plan including property lines, roadways, building layouts, curbs, parking layouts, etc. Prepared complete construction plans and specifications including Grading, Drainage, and Erosion Control Plans. Designed Post-construction BMP's (bio swales) in addition to the installation of standard interceptor products as a result of recent water quality requirements imposed by the SWRCB.

- **California American Water Company, Monterey, CA:** Principal-in-Charge of providing water resources engineering and design services for the Phase I Aquifer Storage and Recovery (ASR) Project infrastructure. The ASR project will inject water pumped from the Carmel River during high Winter flows to an Aquifer Storage facility in the former Fort Ord Lands. Extensive hydraulic modeling was required to determine the effects of extraction and injection on the hydraulically sensitive Monterey Distribution System. Several scenarios were developed utilizing various configurations of both new and existing infrastructure. The project also requires the design of several Pressure Reducing Stations (PRV's) to isolate areas of the Monterey System that otherwise experience high pressures during the extraction process and/or on a daily basis at service locations in the low lying coastal zones.
- **Arboleda Storm Water Outfall Pipeline, King City, CA:** Project Manager - Preparation of Improvement plans, boundary and topographical mapping, easement preparation, construction management and pro rata cost share analysis for 5,700 lf of storm drain serving the Arboleda and adjacent private and City-owned industrial watersheds. Developed a comprehensive hydrologic and hydraulic report analyzing the Arboleda detention basin outflow and contributions from various regional watersheds was prepared to support the design of the outfall pipeline and the Arboleda detention basin.
- **City of Sand City - Street Improvement Projects:** Principal/Project Manager - PS&E, design and construction management of various street improvement projects throughout the City. These projects included street reconstruction and repair, utility infrastructure and planning, and project presentations to residents.
- **Seaside Middle School – ASR Expansion, Seaside, CA:** Principal Engineer – project provides extraction, backwash, and recirculation infrastructure to the new ASR well facilities near the Seaside Middle School site. Nearly 3000 ft. of 12-in, 16-in, and 30-in pipeline will be installed in a network of pipelines and valves designed to provide a passive switch-over between different scenarios depending on the pumping season. Construction documents were prepared for over 12,000 ft. of 30-in ASR transmission main in Seaside & Fort Ord.
- **City of Sand City – City Engineer:** Responsible for Public Works improvements, review of proposed projects, and participation at City Council Meetings. Management of the Sand City Water Supply Project is a primary responsibility administering the design/build contract for the Reverse Osmosis Water Treatment Facility, and design of pipelines and pumping facilities and management of these contracts.



Education

B.S. Civil Engineering – 1999
California Polytechnic State
University, San Luis Obispo, CA

Professional Registrations

State of California
Professional Engineer (Civil)
2006 / No. 69767

PROFESSIONAL EXPERIENCE

Mr. Gomez has over 10 years of experience with Creegan + D'Angelo Engineers in the preparation of construction documents for civil and transportation engineering projects. His engineering design and experience includes the preparation of plans, specifications, and estimates (PS&E) for roadway, bike trail, water, sewer, and storm drainage infrastructure, as well as residential subdivision and public works projects. Representative projects include:

- **City of Sand City, CA - Coastal Access Project:** Project Manager responsible for PS&E, construction management and inspection services for a street reconstruction project on Bay Avenue and Vista Del Mar. The project includes a new observation platform and stairway beach access, dune replanting and restoration, and interpretive trail signage. Project funding provided by the 2002 Bond Act Per Capita through the State Department of Parks and Recreation.
- **Spreckels Blvd. Class II Bicycle Project, Monterey County, CA:** Project Engineer – prepared improvement plans for a Class II Bicycle Lane Project. Work included base maps, a project feasibility study & analysis of alternatives, processing of a Categorical Exemption, design of improvement plans, and preparation of bid documents.
- **Graham Hill Estates Wastewater Pipeline, Santa Cruz County, CA:** Project Engineer - project provides a connection for the Pasatiempo/Rolling Woods area and more specifically the Graham Hill Estates Project. The pipeline was sized to serve 1,100 residential units although the first phase is limited to 60 units. The pipeline siphons under the San Lorenzo River has been installed by the directional bore method so that there will be no impact on the riparian corridor of the river.
- **Fort Ord Reuse Authority (FORA) – Fort Ord, CA:** Senior Engineer for design of:
 - General Jim Moore Boulevard. 3.2 miles of roadway improvements and utility infrastructure.
 - Eucalyptus Road. 0.81 mile of roadway improvements and utility infrastructure.
 - Gigling Road –0.92 mile of roadway improvements and utility infrastructure including a Class I bicycle trail.
 - South Boundary Road –1.44 miles of roadway improvements and utility infrastructure including a Class II bicycle trail.
- **City of Sand City, CA - Street Improvement Projects:** Senior Engineer responsible for PS&E, design and construction management of various street improvement projects throughout the City. These projects included street reconstruction and repair, utility infrastructure and planning, and project presentations to residents.
- **Marina Coast Water District (MCWD), Marina, CA:** Project Engineer for the design of Phase III, IV, and V recycled and potable waterlines. This included preparation of construction plans and technical specifications for the various segments of potable water and recycle water pipelines to be installed along General Jim Moore Boulevard in conjunction with FORA's roadway improvements.



- **Kohl's Department Store**, Salinas, CA: Project Engineer – project involved site engineering for 7.23 acres with an 88,248-SF building. Scope included all site work necessary to attain permits for the construction of the project. Prepared complete dimensioned site layout plan including all property lines, roadways, building layouts, curbs, parking layouts, etc. Prepared complete construction plans and specifications including Grading, Drainage, and Erosion Control Plans. Designed Post-construction BMP's (bio swales) in addition to the installation of standard interceptor products as a result of recent water quality requirements imposed by the SWRCB.
- **Ryan Ranch Outpatient Clinic**, Monterey, CA: Project Engineer – prepared of on-site improvement plans, including grading, drainage, utilities, and horizontal layout in conformance with City of Monterey Standards.
- **Pajaro Area Drainage Project - Phase IIB**, Pajaro, CA: Project Engineer for design of local drainage to a pumping station that discharges to the Pajaro River. Project plans and specifications include the drainage collection system, pump station with submersible drainage pumps, and provisions for discharge to the Pajaro River channel.
- **Utilities Master Plan**, Fort Ord, CA: Design of a Master Plan to provide for future utility improvements at Ford Ord as roadways are improved and to reserve locations within each future roadway improvement for each utility. Involved close coordination with FORA, the Cities of Seaside, Marina, and Del Rey Oaks, Monterey County, Marina Coast Water District, and the various utility companies.
- **Arboleda Storm Water Outfall Pipeline**, King City, CA: Project Engineer for preparation of Improvement plans, boundary and topographical mapping, easement preparation, construction management and pro rata cost share analysis for 5,700 lf of storm drain serving the Arboleda and adjacent private and City-owned industrial watersheds. The development of a comprehensive hydrologic and hydraulic report analyzing the Arboleda detention basin outflow and contributions from various regional watersheds was prepared to support the design of the outfall pipeline and the Arboleda detention basin.
- **California American Water Company**, Monterey, CA: Project Manager providing water resources engineering and design services for the Phase I Aquifer Storage and Recovery (ASR) Project infrastructure. The ASR project will inject water pumped from the Carmel River during high Winter flows to an Aquifer Storage facility in the former Fort Ord Lands. During the Summer high-demand and low-river flow periods this stored water will be extracted back into the distribution system. The extracted aquifer water is intended to replace the supply of water that would otherwise be pumped from the Carmel River during the Summertime.
- **Seaside Middle School – ASR Expansion**, Seaside, CA: Senior Engineer – project adds extraction, backwash, and recirculation infrastructure to the new ASR well facilities near the Seaside Middle School site. Nearly 3000 ft. of 12-in, 16-in, and 30-in pipeline will be installed in a network of pipelines and valves designed to provide a passive switch-over between different scenarios depending on the pumping season.



Education

MA, Urban and Regional
Modeling, University of
California, Santa Barbara,
1984
BA, Geography, University of
California, Santa Barbara,
1981

Years of Experience

Total - 23
With ARCADIS - 12

Professional Associations

Association of Defense
Communities

Kristie Reimer

Associate Vice President

As a Principal Planner with ARCADIS, Ms. Reimer is intricately involved with land development and urban redevelopment project work. In addition, she is a leader of the firm's BRAC practice. For the last 20 years, she has focused on closing and transitioning installations and has been intricately involved with all aspects of base reuse projects including reuse studies and EIR's, operation plans, infrastructure master planning, conveyance applications, early transfer mapping and resolution, Federal/State grants and master developer programs. She has been involved with enhanced use lease (EUL) and housing privatization programs at active installations and has provided due diligence support for properties under GSA auction. Most recently, she has focused on the importance and need for installation/community integration through public/private and public/public partnerships.

Trained in geography and urban systems modeling, Ms. Reimer has applied her technical and computer skills to a number of urban planning and land development projects both domestic and foreign. Prior to joining ARCADIS, she was Vice President/Owner of Reimer Associates a civil engineering firm; and has been associated with nationally recognized environmental consulting firms that specialized in military programs, including installation expansion and realignment programs.

Ms. Reimer has participated in a number of DoD conferences related to BRAC including the Office of Secretary of Defense Sponsored Community BRAC Forum. She served two terms as an active Board Member with the ADC an Association of Defense Communities, and continues to contribute to the organization as the Conference Committee Chair. ADC has been the single source for any organization involved in the economic development, conversion, and reuse of military real estate.

Selected Project Experience

Program Manager for Former Fort Ord Environmental Services Cooperative Agreement (ESCA) Remediation Privatization Program

Ms. Reimer led the Team that supported the Fort Ord Reuse Authority (FORA) through the technical discussions and negotiations with the US Department of the Army. The primary goal of the ESCA Remediation Privatization Program is to expedite both property transfer and the removal of remnant munitions and explosives of concern (MEC) at the former Fort Ord under an accelerated schedule, while sustaining or enhancing local public health and safety. The early transfer of 3,340 acres of MEC impacted land planned for mixed use including residential was completed in summer of 2008. In conjunction with the early transfer, FORA assumed the

responsibility for the environmental services under the ESCA. The ARCADIS Team was selected by FORA through a competitive process to provide professional consulting/remediation services in support of the early transfer and ESCA. As the Program Manager, Ms. Reimer leads the interdisciplinary team responsible for completing the MEC related investigation, documentation and remedial activities to gain regulatory closures for the program.

Under Ms. Reimer's management and leadership, the ESCA Remediation Program has achieved significant success and adapted the program schedule to address FORA's needs and priorities. Examples of this success include: building a solid and working relationship with regulatory agencies and the Army which has allowed the Team to fast track our field efforts and to date we have initiated investigation and remedial action on 85% of the area; focus on public outreach and interface which has expanded the diversity and involvement by the neighboring community; and rescheduling of program activities to integrate remedial investigation and removal actions with preconstruction site activities in support of FORA's capital improvement program which resulted in a critical regional roadway funded by stimulus monies.

Reuse of the Former Fort Ord Army Base / Monterey County, CA.

Ms. Reimer has been involved with the reuse of the former Fort Ord Army base since 1993 when she coordinated a basewide infrastructure study which initiated the base reuse planning process. She has been involved with almost every aspect of the transformation of the base from military to civilian uses – from base reuse planning to property transfer negotiations to remediation and projects in support of base redevelopment. Ms. Reimer was a critical member of the EMC Planning Group Team for the preparation and approval of the Base Reuse Plan, Business Operations Plan, and programmatic EIR. She supported the Fort Ord Reuse Authority (FORA) in the preparation of the Economic Development Conveyance Application that led to the transfer of the 28,000 acres installation and set up the Capital Improvement Program that FORA continues to implement today. Ms. Reimer has managed or provided technical input on more than 20 key reports and documents. Other areas of support to FORA include critical site improvement projects, environmental due diligence and building demolition cost estimates.

Principal in Charge for the East Garrison Project Master Developer Program

Ms. Reimer provided on-call technical consulting in support of the initial phase of this 250+ acre project located in the Monterey County's portion of Fort Ord. A new urbanist plan for a mix of uses was proposed, which included 1,400 residential units that responded to the County's affordable housing goals as well as the regional commitment to work force housing. As the use of East Garrison dates back to early 1900's when the westerly area of Fort Ord was used as an artillery range, many of these masonry buildings are in disrepair and all of the buildings will require seismic and structural upgrades as well as extensive abatement and removal of building components impacted by lead based paint and asbestos containing materials.

Ms. Reimer supported the first Master Developer in the conceptual engineering phase and managed the environmental due diligence review in support of the transfer process. Ms. Reimer oversaw the preparation of a phased demolition plan that was implemented prior to land transfer

to remove imposed land use controls. This demolition plan required pre-demolition soil removal, post demolition sampling, hazardous material disposal plan and various agency permits and approvals. The project also required obtaining a right of entry and its associated conditions from the Army prior to implementation of the demolition plan. Ms. Reimer coordinated with the State of California to develop a Voluntary Cleanup Agreement establishing allowable cleanup levels and site protocol to address residual lead based paint and asbestos issues for future phases of demolition. Due to the economic downturn, Monterey County is now working with a second Master Developer for whom Ms. Reimer is currently providing on-call technical consulting.

Principal in Charge for Del Rey Oaks 350-Acre Mixed Used Development

Ms. Reimer was a critical member in support of both the City and the developers goals for the reuse of this site. Her early involvement dates back the support of the CDBG grants for conceptual site planning and the LAFCO application under contract to the City of Del Rey Oaks. Next Ms. Reimer managed the technical support for the Master Developer program. A key project requirement was to address the infrastructure system expansion required to respond to proposed site development plans. Interim solutions to the system limitations were proposed and a phased expansion plan for service that maximized the investment was developed. Ms. Reimer oversaw the technical document to support the Draft EIR including the Infrastructure Plan for Services, Geotechnical Report, Stormwater Management Plan, and the Hazardous Materials Plan. She also was responsible for the development of the Water Supply Assessment for the project as approved by Marina Coast Water District.

In addition, the site is complicated by the presence of munitions and explosives of concern (MEC). To address residual concerns of both State of California and EPA, a dual track land use control/covenant lifting process was developed under Ms. Reimer's guidance and management. Along with state and federal agency coordination, significant interface with local agencies was also required. Ms. Reimer has managed the project through the due diligence, reuse planning, and draft EIR phases, and continues to provide on-call support to the City of Del Rey Oaks.

Technical Expert for Reuse of Former Naval Fuel Depot Point Molate

In support of the Master Developer program, Ms. Reimer provided technical oversight for the initial base reuse planning efforts for this 413 acre BRAC site adjacent to San Francisco and San Pablo Bay. Activities included: evaluation of existing infrastructure systems - water supply, fire water, sanitary sewer, storm drain, electrical, and gas; completion of a planning level evaluation of demands from various redevelopment scenarios on each utility system and performed a capacity evaluation for various redevelopment alternatives; and coordination of agency and utility interface. Based on this evaluation, the team provided conceptual designs and planning level cost estimates for on and off-site improvements to service the redevelopment.

Engineering Project Manager for the Sierra Army Depot Reuse Plan/EIR

In support of the Sierra Army Depot reuse planning effort, Ms. Reimer provided technical support to the base reuse planning team. This project was complicated by the sub-standard condition of the infrastructure systems and involved extensive coordination with the US Army, Indian Health

Services, Sierra Indian Rancheria, Bureau of Prisons, Fort Sage Unified School District, Lassen County, and local utility providers. She was responsible for systems evaluation, infrastructure improvement requirements, and phased cost estimating as input and guidance to proposed reuse scenarios. Ms. Reimer actively participated in quarterly Army reviews and contributed to public meetings, which were critical to understand site constraints, identify local issues and gain public support.

Project Manager for the Reuse of Over 1,800 Acres on the Former Castle AFB

As Project Manager for the Master Developer, Ms. Reimer managed the development of a phased reuse plans that proposed to fast track facility reuse by utilized exiting approvals and environmental documentation. In parallel with the implementation of this initial plan, a full build-out plan was developed, impacts analyzed and mitigation measure identified. Ms. Reimer supported Merced County through the Economic Development Conveyance (EDC) negotiations and consulted on land /property transfer issues; including the evaluation of early transfer conveyance options which required detailed interface with federal agencies and state regulators.

Program Manager for Private Utility Company Site Due Diligence Effort

Ms. Reimer was responsible for evaluation, constraints analysis, site opportunity report for a closed wastewater holding pond which was proposed for redevelopment. The site is contiguous to a redevelopment project area and discussion on extension of the redevelopment area and urban limit line were initiated.

Program Manager for Reuse of former Mare Island Naval Shipyard

Over a 6-year period, Ms. Reimer managed and provided technical support on numerous aspects of the reuse planning and implementation phase of this regionally important 1500-acre Navy BRAC site; working under contracts to all stakeholders - the City of Vallejo, the US Navy and the Master Developer. She provided support to the City on the infrastructure master planning process, capital improvement plans, grant writing support, and technical input to the Economic Development Conveyance (EDC) application. For the local Navy BRAC office, she was responsible for managing surveys and mapping for energy facility/system transfer. And for the Master Developer she managed the technical support of the site due diligence and reuse planning efforts including: historic building inventory, building demolition study, utility systems evaluations and master plans, improvement cost estimates, site specific analysis, and preparation of the Specific Plan Amendment for the 670-acre mixed use development program.

Project Manager for Monterey's County General Plan Update – Capital Improvement Plan (CIP)

Ms. Reimer managed and was responsible for preparing the infrastructure analysis to evaluate the implication of new community growth around Monterey County, which covers more than 3,000 square miles. A separate chapter was dedicated to the CIP which was co-drafted with County Staff. Extensive coordination with Monterey County departments including sheriff, libraries, parks, water resources, transportation, redevelopment, regional water quality, county facilities, and public works was required.

Infrastructure Project Planner for Hunt Farms

Ms. Reimer was part of the team that represented the Hunt Farms interests who control a majority of the 2100 ac. University Village area adjacent to the new University of California – Merced (UCM) Campus. Ms. Reimer was integral to the preparation of the Conceptual Backbone Infrastructure Layout, which has provided an on-site, sustainable, and phaseable solution to long-term service needs of the University Plan.

Relevant projects that Ms. Reimer has significantly contributed to are listed below.

Public Sector Projects

- State Land Surveying and Mapping for Mare Island – Vallejo, California
- UC MBEST Street and Utility Opening Project - Monterey County, California
- Fort Ord Wastewater Transport Project - Monterey County, California
- El Toro Base Reuse Plan and EIR - Orange County, California
- LAFCO Annexation for Del Rey Oaks – Monterey County, California
- Mare Island Reuse Infrastructure Study (MIRIS) - Vallejo, California
- Wherry Housing Relocation Project – San Francisco Presidio, California
- Fort Ord Base Reuse Plan and EIR - Monterey County, California
- Fort Ord EDC Transfer Documentation – Monterey County, California
- Sierra Army Depot Reuse Plan/EIR – Lassen County, California
- Boronda Redevelopment Area Infrastructure Planning – Monterey County, California
- Pajaro/Castroville Redevelopment Area Infrastructure Planning – Monterey County, California
- Napa Airport Specific Plan/EIR – Napa, California
- Ports of Los Angeles and Long Beach EIS, California
- Weather Modification Project EIS - Turlock and Modesto, California

Private Sector Projects

- Marina Heights Turnkey Environmental Construction Services – Marina, California
- South Weymouth Master Developer Program - Massachusetts
- Hunters Point Master Developer Program – San Francisco, California
- Treasure Island Master Developer Program – San Francisco, California
- Point Molate Master Developer Program – Richmond, California
- Mare Island Master Developer Programs – Vallejo, California
- Island Energy Utility Mapping at Mare Island – Vallejo, California
- Castle Master Developer Program, Merced, California
- East Garrison Master Developer Program – Monterey County, California
- Del Rey Oaks Master Developer Program – Del Rey Oaks, California
- Rancho San Juan Mixed Use Development - Monterey, California

Military Sector Projects

- MCAS Tustin Infrastructure Appraisal – Tustin, California
- Oak Knoll Naval Hospital Infrastructure Appraisal – Oakland, California
- Realignment of Mountain Home AFB & Expanded Range Capabilities EIS - Boise, ID
- Programmatic EIS for Realignment of SAC Bases - Omaha, NE Ground Wave



Kristie Reimer
Associate Vice President

Bryan Rees

GIS Specialist

Education

M.B.A., with honors, Golden Gate University, San Francisco, CA, 2011
M.S.T., cum laude, Portland State University, Portland, OR, 2006
B.S. (Biology) Portland State University, Portland, OR, 2004

Years of Experience

Total – 6
With ARCADIS – 2.5

Professional Registrations

CPR and AED certified, ICS 100, ICS 200, ICS 800, ICS 900

Professional Affiliations

Alumni, Leadership Monterey Peninsula (LMP), Monterey, CA (2009)
Member, Monterey County Emergency Response Team

Mr. Rees is skilled in map production using both GIS and graphic design tools. He is experienced with the creation, maintenance, modification, analysis, and presentation of spatial data. Mr. Rees was previously a research analyst at the Monterey County Health Department, where his experience working with local, state, and federal agencies included collaborative project design with hospitals, fire departments, police, and other groups.

Mr. Rees is experienced with ArcINFO 10.0, ArcDesktop, ArcPublisher, ArcGlobe, ArcReader, ArcCatalog, ESRI extensions including: network analyst, 3D analyst, spatial analyst, and MapPlex. He also has experience with conversion to and from Microsoft MapPoint and CAD reference drawings. Additionally, Mr. Rees has worked with Base SAS 9.2, SAS Enterprise Guide 4.1, SPSS, R, Crystal Reports XI, Microsoft Access, Microsoft Word, Microsoft Excel, Adobe Illustrator, Adobe Photoshop, GIMP, Microsoft Visio, Inkscape, Dreamweaver, Microsoft Project, Concept Draw Office Pro, OpenProj, and Freemind.

Representative Experience

GIS Specialist

2009 - Present
ARCADIS, Marina, CA

- Updating and maintaining GIS and SQL databases containing field activity, MEC and MD finds, and habitat monitoring information.
- Modifying, maintaining, and displaying of Aerial imagery from multiple sources.
- Utilizing topography for the creation of field map books for work crews and biological sampling teams.
- Creating figures for displaying proposed development and infrastructure drawings for planning purposes.
- Editing and additions of updated features and attributes to aid in dynamic planning.
- Performing layout and designs of project map templates for presentation and regulatory reports.
- Providing map books and figures for field crews as needed.
- Packaging interactive pmf versions of regulatory and field ops activities to aid in risk analyses and report documentation.
- Providing support for staff using GPS units and performing post-processing and export of data collected in the field.
- Documentation of standard GIS procedures, quality control methodologies, and dataset schema.
- Georeferencing of historical land use maps for use in analyses.

Research Analyst

2007 - 2009
Monterey County Health Department, Salinas, CA

Local governmental agency which works to protect and preserve the public's health by coordinating efforts with local, state, and federal agencies. www.co.monterey.ca.us/health

- Editing, updating, quality control inspection, and maintenance for various County geodatabase layers for emergency preparation and health demographics. Also maintenance of personal geodatabase on local drive for layer development and working copies prior to roll out.
- Production of high-quality maps for Monterey County Health Profile reports and situation status reports for Office of Emergency Services during local disaster events. An important element is providing readable versions of these products in either ArcReader or PDF formats.
- Knowledgeable about current metadata specifications and the importance of standards in spatial datasets.

- Experienced in processing and cleaning GPS, CAD, and geoRSS data sources for inclusion in map products.
- Querying of data from various sources through ODBC connections, SQL scripts, and VBA. Many sources are on external Microsoft SQL, Oracle, or SAS based servers.
- Writing of batch file automations using MS-DOS, VBA, SAS, and Crystal Reports to expedite requested reports.
- Integration, compilation, and report generation from different data including SAS datasets, Access databases, Excel spreadsheets, and non-electronic sources.
- Networking and collaborative project design with local hospitals, fire departments, police, and other groups to foster open dialog through increased communication.
- Design and development of statistical models for research projects through adaptive and analytical methodologies.
- Facilitation of database design linkages to aid in data-driven policy decisions.

An aerial, black and white photograph of the Fort Ord Base. A prominent road or highway winds through the center of the image, curving from the bottom left towards the right. The surrounding area is a mix of open fields, some industrial or military structures, and dense vegetation. The overall tone is grainy and high-contrast.

AECOM

Attachment F to Item 6a
FORA Board Meeting, 3/09/2012

Fort Ord Base Reuse Plan Reassessment

Statement of Qualifications

Submitted to
Jonathan Garcia, Senior Planner
Fort Ord Reuse Authority
920 2nd Avenue, Suite A
Marina, CA 93933

January 23, 2012



AECOM
150 Chestnut Street
San Francisco, CA 94111
www.aecom.com

415 955 2800 tel
415 788 4875 fax

January 23, 2012

Jonathan Garcia, Senior Planner
Fort Ord Reuse Authority
920 2nd Street, Suite A
Marina, California 93933

RE: Fort Ord Base Reuse Plan Reassessment Qualifications

Dear Mr. Garcia:

Fifteen years ago, Fort Ord's award-winning Base Reuse Plan (BRP) was adopted and intended to be a blueprint to spur economic and community development. Since then, issues and conditions have shifted, thus requiring a reassessment of the original plan. The AECOM team is excited to have the opportunity to assist the Fort Ord Reuse Authority in this task; as EDAW, we participated in the creation of the original BRP. Our outlined process will focus on developing a range of realistic and feasible reassessment options, moving towards a preferred option, and ultimately a community-supported and implementable Reassessment of the Plan.

AECOM offers a global perspective and experience, with projects ranging in scope and scale from a single building or public space, to a community or campus, to a city or ecosystem, to an entire region. We are able to apply lessons learned from master planning and redevelopment projects throughout the country and the world on a local scale, incorporating market conditions, regulatory requirements, and community input to develop successful and implementable plans. Our assembled team has wide-ranging experience preparing Base Reuse Plans and their reassessments, and associated environmental analysis and documents. In addition to the Fort Ord Base Reuse Plan, we have prepared reuse plans for Moffett Field, Naval Air Station Alameda, McClellan Air Force Base, and Mare Island. We have also prepared reassessments, plan updates and amendments, and additional planning studies for many of these original reuse plans. We bring a deep understanding of the unique issues surrounding military base reuse, including land conveyance, environmental clean-up and remediation, historic preservation, and financing tools and implementation strategies. Our team members also bring extensive experience in the Monterey Peninsula, having completed projects for CSU-Monterey Bay, Carmel Area State Parks (including Point Lobos), the Presidio of Monterey, and the Monterey County Water Resources Agency.

We have teamed with firms providing a range local experience, with a deep understanding of the current issues and contexts. The AECOM team is complemented by RBF's transportation and infrastructure expertise. Bill Wiseman of RBF will be leading the infrastructure and circulation planning and analysis. The RBF team is local to the Monterey area, bringing extensive experience and understanding of the infrastructure challenges facing the region, and those specific to development at Fort Ord, with recent projects such as the Marina Coast Water Distribution Master Plan, the Eastside Parkway Traffic Analysis, and residential projects including the Dunes, Monterey Downs, and East Garrison. We have included Eileen Goodwin of Apex Strategies as our community outreach leader; she will provide a proactive and comprehensive community outreach program. Debbie Kern of Keyser Marston Associates brings a deep understanding of the local real estate market, as well as expertise in redevelopment and base reuse financing and implementation. KMA is currently serving as an economic advisor for both Monterey County and the City of Marina, providing market analysis and financing plans for projects including the Dunes, Marina Airport Business Park, East Garrison, and Monterey Downs.

We look forward to hearing from FORA regarding the BRP Reassessment. Please do not hesitate to contact either of us via email or call Allen at 916-414-5800, or Adena at 415-955-2800 if you have any questions about our experience or qualifications.

Sincerely,

Allen Folks, Principal/Vice-President
allen.folks@aecom.com

Adena Friedman, Senior Associate
adena.friedman@aecom.com

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01 Qualifications

Firm Introduction: AECOM

The projects that shape tomorrow's world — from the design and delivery of buildings and infrastructure, to the provision and management of natural resources — demand a practical integration of diverse expertise. In a context of increasing economic, environmental and social complexity, we forged one company to improve the way our expertise is delivered to you, our client. We offer the most complete synthesis of creative and technical services, derived from a global network of knowledge and experience. AECOM's approach is elevated by the boldest aspirations and the biggest ideas while grounded in analytical rigor, technical excellence and management reliability. Our architects, engineers, landscape architects, planners, ecologists, economists, program managers, construction managers and technicians work collaboratively to address complex challenges at all scales and in all settings.

We thrive on building a diversity of perspectives into efficient project delivery to achieve exemplary and cost-effective results. Seeing the world as an interrelated web of transportation and civil services, energy and water demands, economic and ecological forces, and meaningful, functional places, we make connections that generate value in pursuit of a better future.

Together, we create, enhance and sustain the world's built, natural and social environments. We hope we can partner with you and your community.

Planning, Design + Development

AECOM's global Planning, Design and Development practices provide a collaborative platform enabling our clients to transform new or redeveloping sites into successful, sustainable, distinctive places. Uniquely equipped to understand the environmental, economic and social conditions of sites and the long-term aspirations of clients and communities, we provide a land use and architectural design framework beyond which AECOM can deliver a full complement of services, from building and infrastructure engineering to program, cost and construction management.

Base Reuse Planning

AECOM's success in planning and design work for base reuse and realignment projects takes into consideration a wide variety of land use, economic, environmental, and programmatic issues. Collaborative efforts by our professionals incorporate community desires, market conditions, sustainability, and the latest trends in urban design and planning. With our interdisciplinary approach to land-based consulting, we can help local governments, installation developers, and communities deal with a range of services related to military bases. We have created facility master plans for the services themselves and related master plans for neighborhoods, communities, and corporations.

AECOM has in-house experts that have been involved with military base reuse from concept through redevelopment implementation. Our project team includes key staff who have worked in and around the Monterey County communities as well. Allen Folks, David Reel, and Larry Singer have worked at Moffett Field on the base reuse and transition to NASA Ames Research Center (ARC). AECOM has had an office in place on the NASA ARC/Moffett Field since 1992 and have seen the plans for development go through several revisions. We bring to the Fort Ord BRP deep, relevant, and recent work experience that will help with developing the reassessment and required environmental clearance.

We offer a full range of planning and design services, including:

- Reuse/Redevelopment Planning
- Strategic Planning
- Implementation Strategies
- Community Participation
- Land Use Planning + Zoning
- Regional Planning
- Scenario Planning
- Joint Land Use Studies (JLUS)
- Environmental Analysis + Planning under CEQA and NEPA
- Comprehensive + Specific Plans
- Waterfront Revitalization
- Trails + Open Space Planning
- Sustainable Development
- Design Guidelines
- Information Technology
- Landscape Architecture
- Ecological Restoration
- Cultural Resources
- Sustainability + Climate Change Advising

CEQA Expertise

Our team has extensive capabilities and experience in environmental analysis and permitting projects in California under the California Environmental Quality Act (CEQA). We also have experience on the NEPA process for changes to federal land and facilities, including base reuse and we understand the subtle differences from CEQA, as represented by the project experience examples that we included. We have developed a reputation as a firm that produces concise EIRs that are legally defensible. Our full range of services and vast pool of specialists has enabled us to provide integrated skills that can address any environmental aspect of a project within one firm.

AECOM has been providing environmental documentation services for the past 32 years - since the inception of NEPA and CEQA - and we are a recognized leader in California. We have prepared more than 3,500 CEQA and NEPA documents, including many joint EIR/EIS documents, and we have one of the best records for defensible documentation in the industry. Our team is comprised of in-house experts in their fields of land use planning, visual assessments and shadow analysis, cultural/archaeological resources, biology, recreation, hydrology, water quality, soils, seismic/hazards, noise, air quality and greenhouse gas emissions, socioeconomics and regulatory permitting.

Because of this experience, our staff will save time, save money, and maintain consistency using the successful environmental strategies that have been implemented by AECOM. We understand the issues and the concerns of the public and agencies and are used to dealing with challenging project issues. We have an outstanding track record and we can offer certainty of results — the preparation of a successful environmental document.

Our Teaming Partners

We have assembled a team of specialists with local knowledge and technical expertise to complement AECOM's planning and environmental staff. All of our team members have a track record of working together to develop successful, implementable plans.

Keyser Marston Associates, Inc.: Market Study and Financing Strategies

Keyser Marston Associates, Inc. (KMA) is a diverse real estate, financial, and redevelopment advisory firm, with a special emphasis on assisting public sector clients create developments that represent a balance of economic development and quality of life. KMA prides itself in developing strategies that result in built projects. Founded in 1973, the firm is one of the largest real estate and advisory practices on the west coast. The firm is uniquely qualified to undertake this assignment given its extensive experience in evaluating market opportunities and long-term active involvement at Fort Ord. Project sites include Hamilton Airfield, Fort Ord, Alameda Point, Oakland Army Base, Presidio of San Francisco, Tustin Marine Corps, McClellan Air Force Base, Mather Air Force Base, MCAS El Toro, and San Diego NTC.

RBF Consulting, a Baker Company: Traffic, Infrastructure, and Local Planning Issues

RBF Consulting (RBF), a Baker Company, is a full service consulting firm providing the resources of experienced environmental specialists working within a collaborative environment that include engineers, planners, landscape architects, and other design professionals. RBF's office is located on Imjin Road in Marina, down the road from Fort Ord.

RBF is a leader in military base closure and redevelopment process management. This experience includes planning and engineering services in support of reuse planning, including the coordination necessary between federal and local government entities and intended users, consideration of site and jurisdictional constraints, and analysis of engineering properties for alternative proposed developments.

RBF has specific knowledge of the military and BRAC property disposal process and expertise in specific plans and base reuse plans. The firm has the ability to gain consensus and create successful public participation programs. In addition, RBF has expertise in CEQA and NEPA environmental processes, as well as familiarity with the OEA funding process.

RBF's base reuse services include:

- Planning
- Environmental
- Transportation
- Public Participation Programs
- Infrastructure Analysis
- Utility Coordination
- Water Resources
- Site Development and Design
- Demolition and Recycling Programs
- Land Development
- Construction Management

RBF brings extensive knowledge and experience at the former Fort Ord and in surrounding communities.

Apex: Community Outreach

Apex Strategies specializes in developing funding strategies, facilitating interagency collaboration and tailoring community participation programs. The firm works closely with both public and private sector clients in solving complex procedural, community acceptance and funding challenges that often require innovative and sensitive political solutions. Infrastructure improvement programs are the firm's specialty. Apex Strategies is a sole proprietorship established by Eileen Goodwin in 1997.

In addition, Ms. Goodwin is recognized statewide and nationally as an expert and innovator in the field of community participation, strategic planning and public involvement program design. Her 29 years of professional experience include political campaign management, marketing, and organization and government management.

Ms. Goodwin brings extensive local experience as well, having implemented successful outreach processes throughout Monterey and Santa Cruz Counties.

02

Relevant Experience + References

AECOM

Fort Ord Base Reuse Plan



The Reuse Plan for the 27,000-acre former Fort Ord Army Base was a joint venture between AECOM and EMC Planning Group. Major issues included infrastructure financing and implementation, market demand for a range of uses, development phasing, and creating a new community.

Planning emphasized three strategic themes: economy, education, and environment. Economy placed priority on using the existing infrastructure to replace

the 30,000 jobs lost with base closure. Education recognized the value of including a new California State University Campus and a University of California science and technology center to stimulate the transfer of technology from academic to commercial applications. The theme of environment acknowledged the extraordinary ecological resources present and the need to work within an adopted Habitat Management Plan.

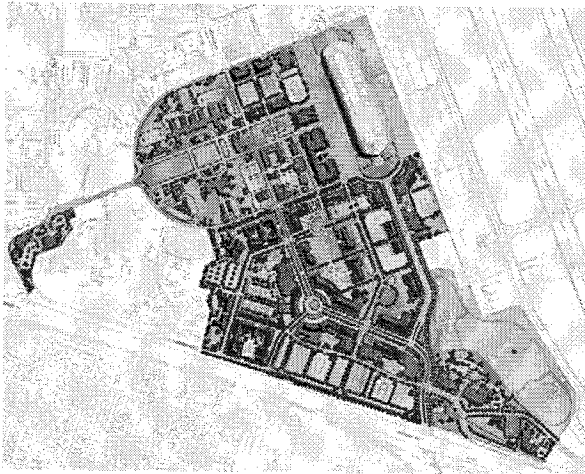
AECOM's approach focused on communication, good community design, and development feasibility. Implementation of a strong urban design/transportation framework was critical to the creation of livable, vibrant neighborhoods. The framework emphasized human-scale development to introduce an intimate atmosphere to the functional, regimented layout of the former army base.

Finally, public infrastructure commitments had to be carefully balanced against planned growth and anticipated revenues. Multiple planning scenarios were run using both engineering and financial models to ensure a positive balance.

Significant land uses designated for the former brownfield site include a new state shoreline park; the CSU Monterey Bay campus; the UC MBEST Center; the conversion of the former Army airfield to a new municipal airport; and the transfer of 15,000 acres to the Bureau of Land Management for habitat management and recreation purposes.

The plan won a National Honor Award from the American Planning Association.

NASA Ames Base Transition and Research Park Development Plan, Moffett Field, CA



In 1992, the former Naval Air Station Moffett Field facility was closed and transferred to NASA. AECOM developed the plan for the closure and transfer. NASA management used the plan to guide their decisions that affected the future of the campus property, and as a tool to educate the public about the transition and the likely future uses of the property. In addition, we prepared the environmental assessment for the plan, which was developed to gain approval from NASA Headquarters, NASA tenants, and the surrounding community.

In 1998 NASA developed a vision in partnership with the community to enhance its mission by leveraging its land and facility assets to facilitate interaction among federal agencies, universities, private industry and non-profit organizations. The result is the new NASA Research Park.

NASA's goal for the campus is to facilitate partnerships and intellectual interaction among entrepreneurial and academic innovators in space, science, technology, and education. This integrated approach is framed to foster advanced research and innovation, which is the hallmark of the Silicon Valley.

NASA's original contract with AECOM was to provide design and construction services to the existing campus including buildings assessments and master planning services. When NASA embarked on the idea of a research park, AECOM added expertise to investigate business partnership economics, real estate economics and assessments, land use evaluation, compatible use adjacencies to facilitate innovation, environmental impacts, sustainable business strategies, sustainable building and campus guidelines, and individual building efficiencies strategies to create productive work environments attractive to private business and academic pursuits

The AECOM partnership with NASA resulted in a sustainable business and campus plan that redevelops underutilized areas of the 1,800 acre campus and re-energizes existing assets to create a powerful, synergistic research campus. The project is 8.8 million square feet of new and repurposed development. Current partners and tenants of the campus include Google, Bloom Energy, University of California-Santa Cruz, Carnegie Mellon, science-related start-up companies, United Negro College Fund, and NASA.

Value to the Government:

- Underutilized real property has been improved to house over 70 on-site partners, occupying approximately 675,000 square feet of building space, and generating revenue through rent and reimbursement.
- Upon full build-out over the next 15 years, NASA Research Park will generate an additional 33,800 jobs nationally and \$5.8 billion in annual economic output, with the vast majority of jobs (21,300) in the San Francisco Bay Area.
- The co-location of government, academic, nonprofit, and private industry organizations will result in a collaborative environment.

Additional value that AECOM brought to NASA:

- **Programmatic environmental impact statement (PEIS) process** that establishes the land use entitlement and environment impact review process. AECOM worked closely with the Cities of Mountain View and Sunnyvale, facilitated over 50 working meetings with governing agencies and campus partners, developed and led the environmental review process, and successfully achieved land use entitlement approval in 2 ½ years.
 - **Energy reduction models to achieve a net neutral energy strategy for new construction.** AECOM used its unique energy modeling tools to analyze multiple scenarios for energy use for individual buildings in tandem with the overall campus infrastructure support. NASA's goal is to achieve a net neutral energy platform for the campus. Tangentially, this analysis was valuable in the attraction of partners to the campus.
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- **Campus and building utilization strategies for NASA and its partners.** Two aspects of utilization were evaluated. The first was the master planning of appropriate and synergistic partners to facilitate NASA's goals for the campus. The second was creating better utilization of buildings to remain to create productive work environments for NASA and its partners. While not part of the original master plan services, these services were added to create a sustainable business environment.
 - **Infrastructure master plan for the entire campus.** NASA's goal was to meet and exceed the federal standards for energy and resource conservation. AECOM's expertise resulted in a holistic infrastructure master plan of defining how all utilities and natural resources will be managed to maintain the goal of a net zero impact.
 - **Architecture/Engineering design to develop NASA's first LEED Platinum building on the campus.** The ultimate test is how the guidelines are brought to fruition. AECOM tested the guidelines and directives of the master plan to create a new NASA administration building. AECOM also created a parallel process for the non-federal agency partners, which is currently in use. The new NASA building is successfully completing construction, and will be monitored for compliance for performance to the guidelines.
 - **Teamed the right resources for the project based on required expertise.** NASA had to create partnerships with a diverse set of partners. AECOM recognized the complexity of issues, and while having many of the required services in-house, recommended adding other specialists to the team as appropriate

- **Efficient resourcing for supplying “just-in-time” expertise.** AECOM’s depth of resources allows for quick and efficient staff resourcing for different types of expertise. This allowed NASA to be facile in studying options quickly and moving the campus project forward quickly, which was necessary for partner involvement.

AECOM has supported all of these services under one leadership umbrella, thus minimizing the administration and conflicting business agendas that are often typical for an owner to manage. We continue to support NASA with the influx of its partners’ building projects, maintain oversight of the campus vision, ensuring that new development is coordinated programmatically with NASA’s ongoing operations and stewardship of NASA Research Park.

US Army Corps of Engineers Comprehensive Energy + Water Management Plan: Presidio of Monterey, CA



AECOM is providing project management, planning, facilitation and technical energy and water skills to the US Army Corps of Engineers to develop the Comprehensive Energy and Water Management Plan (CEWMP) for 31 installations throughout the

country. The effort is intended to develop feasible strategies and action plans that will help each installation meet three federal mandates for energy and water use reduction: the Energy Policy Act of 2005, the Energy Independence and Security Act of 2007 and Executive Order 13423 – Strengthening Federal Environment, Energy and Transportation Management.

Work at each installation begins with a week-long kick-off workshop to consider the vision, goals and objectives for optimizing and sustaining energy and water use. AECOM technical experts work with key USACE personnel to gather and understand pertinent utility information, including assessing current baseline energy and water use, and to conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis specific to the installation. Team members use the results from these workshops to evaluate current and proposed actions and develop short- and long-term recommendations on how to reach the required mandates.

As part of the overall CEWMP, AECOM completed an Energy and Water Management Plan for the Presidio of Monterey, which incorporated the Defense Language Institute campus, the Ord Military Community, and SATCOM. The AECOM team assessed existing energy and water infrastructure at the Installation, and developed specific strategies for the Presidio of Monterey to achieve compliance with the energy and water federal mandates, and promote energy security through implementation. Since the Monterey peninsula is chronically short on water supply, the Installation has taken aggressive actions in water conservation and has already met the mandates for reduction of water use intensity, and the Presidio of Monterey is seen as a leader for water conservation efforts for other Army Installations. Many of the strategies for the Installation focus on reducing energy consumption and intensity, as well as maintaining efforts toward water conservation.

Naval Air Station (NAS) Alameda Community Reuse Plan, CA



AECOM's plan for the "reopening" of Naval Air Station Alameda articulated a long-term vision for the future of the site as part of the City of Alameda and the greater San Francisco Bay Area. The Community Reuse Plan is a roadmap for the conversion of NAS Alameda to civilian use over the next 20 to 30 years. The Community Reuse Plan provides a bold vision for the future founded on the unique attributes of the Naval Air Station. The planning process included extensive

community interaction, town hall meetings, regular hearings, development of goals and objectives and "vision" workshops to engage stakeholders in the issues involved with reuse.

Particular challenges included replacing employment and economic activity lost due to the closure; ensuring that both interim and long-term strategies for reuse are financially sound; responding to local and regional transportation system needs, and planning for housing, education, recreation and open space.

Alameda Point is becoming an integral part of the Alameda community, a new neighborhood with a mix of uses including housing, office, retail, industrial and recreation all arranged in a transit-oriented and pedestrian-friendly manner. The site is now being successfully reused with education, commercial and industrial tenants, as well as new market rate housing on the northern tip of the island.

NAS Alameda Community Reuse Plan Amendment, CA

AECOM worked with the Alameda Reuse and Redevelopment Authority to staff to update and amend the community reuse plan. The area of focus was a 42-acre site in the area known as the Main Street Neighborhoods. This parcel was declared surplus by the US Department of the Navy, and was used as housing for military personnel. The assignment involved examining the existing conditions of the property including land uses, infrastructure, transportation and planned improvements, the overall urban design framework, open space and walkway/trail connections, and the surrounding context. AECOM conducted public workshops with the Alameda Planning Board and ARRA. In addition to amending the plan, AECOM staff advised City personnel on appropriate actions to comply with CEQA requirements.

Alameda Fleet Industrial Supply Center (FISC) Development Guide, CA

Faced with the challenge of developing this 150-acre site, a former Naval Supply Center supply annex, the City of Alameda enlisted AECOM's assistance to express the City's design and planning intent in a set of guidelines to be used by the selected developer.

The property is located opposite Jack London Square in downtown Oakland, well positioned for a mix of residential, office/R&D, commercial, civic, and open space uses. AECOM's Development Guide establishes planning principles, land uses, development density and intensity, alternative layouts, street and circulation layouts, building to street relationships, and open space considerations, bearing in mind the need to emulate the scale and pattern of other Alameda neighborhoods.

Ultimately, the City of Alameda will realize reuse of its historic waterfront in a unique partnership with the private sector. The marriage of public planning initiatives with private sector implementation and funding sources will create a destination address in the western neighborhoods of Alameda.

Department of Veteran Affairs Facilities at NAS Alameda Environmental Assessment, CA



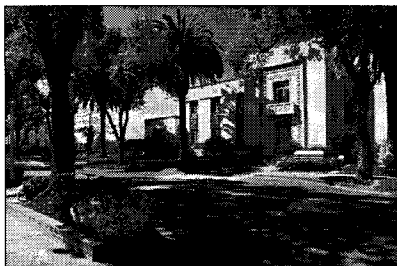
As an environmental consultant to SmithGroup, AECOM is providing a host of environmental services to the Department of Veterans Affairs (VA) related to this project, beginning with the preparation of a Constraints and Feasibility Study for the proposed development at the former Alameda Naval Air Station (NAS). AECOM also is assisting the VA and the Department of Navy with the Section 7 Consultation Process with the USFWS and is preparing a Biological Assessment to determine the proposed transfer and post-transfer

development of property that the VA had requested from the Navy, as well as the remainder of Alameda Point to be redeveloped in accordance with the NAS Alameda Community Reuse Plan.

The Environmental Assessment (EA) being prepared by AECOM covers a proposed out-patient clinic and a National Cemetery Complex at the site. The EA is a joint Navy and VA document. The proposed action includes the transfer of land from the Navy to the VA and the development and operation of a Medical Office Building and National Cemetery Complex (columbaria and mausoleum) at the former Alameda NAS.

Environmental issues associated with the proposed action include potential impacts on threatened and endangered species - primarily the California least tern - potential impacts to and hazards posed by soils and geology of the site, impacts to ground or surface waters (including jurisdictional wetlands), noise, air quality, cultural resources, hazardous materials, utilities, and transportation / traffic.

McClellan Air Force Base, McClellan Park Reuse Plan, and Microelectronics Area Specific Plan at McClellan Air Force Base, Sacramento County, CA



AECOM assisted Sacramento County and McClellan Park, LLC, in the reuse of the entire former Air Force base and developed a Specific Plan for the microelectronics area at the southern end of the base as it transfers into civilian use. Recommendations on land use, circulation, parcelization, parking redistribution, building demolition, and landscaping were all issues that were addressed. McClellan Park has created more than 10,000 new civilian jobs since the base closed in 1997.

AECOM has since been retained to assist McClellan Park with signage and wayfinding exhibits as well as a reassessment of the eastern area adjacent to the flightline extending to Watt Avenue.

Mare Island Futures Project, Solano County, CA



The Mare Island Futures Project is the reuse of a former military base located on an urban waterfront at the northern end of San Francisco Bay. The site includes academic, medical, and industrial facilities, single-family and multifamily housing, and a naval shipyard, as well as unique botanical,

architectural, and historic elements. AECOM provided urban design, land use, transportation, and utilities planning, and prepared the final Reuse Plan. The former Navy site is now undergoing extensive change with new entertainment, education, commercial and industrial tenants.

Mare Island Area 5 Study, Solano County, CA

As a follow-on assignment to the Reuse Plan, AECOM prepared building demolition, parking and parcelization plans for the heavy industrial area of the base. The Mare Island Conversion Office utilized this information to attract private industrial and commercial tenants to the waterfront.

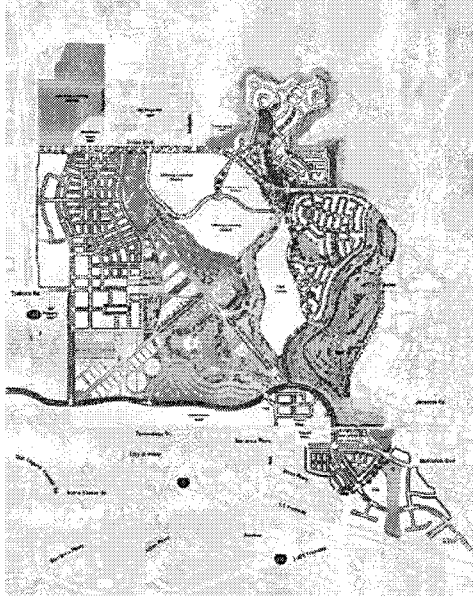
Mare Island Wetland Mitigation Project, Solano County, CA

AECOM performed due diligence for the City of Vallejo on a proposed tidal marsh mitigation project on the former Mare Island Naval Shipyard. The analysis first performed an ecological assessment of the site to determine its value as a restoration site. The assessment found that once improved, the land would provide suitable habitat for the salt marsh harvest mouse, soft bird's beak, California clapper rail, and California black rail, all threatened or endangered species under the federal and California Endangered Species Acts. The evaluation also considered the long-term sustainability of tidal marsh restoration given the threat of sea-level rise.

AECOM then estimated the value of the land for tidal wetland mitigation, including as a mitigation bank. The analysis determined the underlying value of land on the San Francisco Bay for tidal marsh mitigation and accounted for the costs of land acquisition, construction and monitoring for wetland mitigation projects, as well as the potential benefits to the City of Vallejo. The analysis includes a review of comparable transactions for tidal wetlands in the Bay Area to understand prevailing market conditions for wetland mitigation lands. AECOM also estimated the required endowment to support ongoing monitoring and maintenance of tidal marsh mitigation. Final recommendations emphasized the positive values of tidal marsh restoration, notably the economic benefits for the City of Vallejo.

Great Park Community Master Plan, Irvine, CA

Located on the 3,700-acre former El Toro Marine Base, Great Park Community integrates three distinct, multi-use districts and neighborhoods with the City's centralized Great Park. The Lifelong Learning District, Transit Oriented Development (TOD) District, and the Park district maintain their own identities and character based upon their physical location, predominant land uses, and a hierarchy of streets, walkways, trails, and open spaces.



The Lifelong Learning District focuses on education, ranging from preschool to graduate institutions mixed with housing for seniors, students and faculty surrounding a small main street commercial area. The TOD District offers high-density living that surrounds a train station connecting Los Angeles and San Diego. The Park District is a lower-intensity, landscape-dominated area with equestrian center access. In addition to developing the masterplan, we are guiding the project through the entitlement process that includes a master landscape and trails plan and master park plan, as well as district-level masterplans in collaboration with the City of Irvine.

To ensure consistent, efficient and effective sustainable design, AECOM prepared the "Green Book: Sustainable Design Guidelines," which outline specific design principles to be exercised

within the development of all districts and throughout the entire design process. The City of Irvine approved the document in 2008.

Long Beach Naval Complex Disposal and Reuse EIS/EIR, CA

AECOM prepared the Joint EIS/EIR for the Disposal and Reuse of the Long Beach Naval Complex. Although the Long Beach Naval Station and Naval Shipyard were closed under separate BRAC actions, the Navy decided to address the disposal and reuse of both of these elements of the Naval Complex in a joint EIS/EIR document. The EIS/EIR addressed the area east of the Naval Shipyard on Pier C of Long Beach and was included in the LRA reuse plan. The Naval Complex includes more than 500 acres of real property and 602 acres of submerged lands, referred to as the West Basin. The final EIS/EIR was issued in 1998.

The AECOM team prepared a comprehensive adaptive reuse feasibility study for the Roosevelt Base Historic District. Five reuse alternatives were developed in consultations with the Navy, the Port, and a stakeholders group of historic preservation organizations. An alternative feasibility report was prepared, and two alternatives were thoroughly analyzed in the EIS/EIR.

AECOM assisted the Navy in conducting scoping meetings and assisted in conducting public hearings for the EIS/EIR. Areas of primary significance analyzed in the EIS/EIR included coastal marine resources, bay water quality, coastal navigation, land use, economics, environmental justice, dredging effects, traffic and transportation, air quality, and noise. The former Naval Complex is now a thriving marine terminal. The Port of Long Beach is the second-busiest container seaport in the United States and had been named the best seaport in North America in 2004 by readers of Cargonews Asia.

Salinas Valley Water Project and EIR/EIS, CA

The Salinas River Valley is one of the most highly productive agricultural areas in the world. As a result of continued overdraft conditions, a hydrologic imbalance has enabled seawater from Monterey Bay to move inland and infiltrate the freshwater aquifer. In 2001, approximately 22,000 acres of land were underlain with seawater at such great concentrations that the water was not usable for direct irrigation or human consumption. The State Water Resources Control Board

designated the Salinas River Basin as one of the most “critical water resource issues” facing the State.

AECOM assisted the Monterey County Water Resources Agency (MCWRA) in both the planning and environmental analysis of the project, including community outreach, resource agency consultation, and team management. We assisted the MCWRA in developing a solution for this critical problem and prepared a joint EIR/EIS.

Key issues addressed included fisheries (steelhead), terrestrial biology, hydrology and water quality, land use, and recreation. Consultation with resource agencies focused on designing the project to avoid impacts to steelhead trout (a federally threatened species) as well as several terrestrial species. The National Marine Fisheries Service has commended the MCWRA and AECOM for proactively designing a project that avoids an impact to a threatened species.

Keyser Marston Associates

Hamilton Army Airfield

As part of a team led by RBF Consulting, Keyser Marston served as the City of Novato’s economic advisor for the successful conversion of the 300-acre Hamilton Army Airfield. KMA, under Debbie Kern’s leadership, was responsible for:

- Evaluating residential, commercial, and adaptive reuse opportunities in support of the Reuse Plan
- Meeting with divergent community and stakeholder groups to develop a balanced land use plan
- developing a financing plan for the successful conversion of the base
- negotiating business terms with the US Navy for the sale of the property to the City
- developing a financing plan for the inclusion of 700 affordable housing units
- developing a financing plan for funding municipal services
- evaluating the economic aspects of development proposals and negotiating business terms with the selected developer
- formulating a marketing/selection plan for the 700 affordable housing units

Former Fort Ord

Keyser Marston has been an active participant in the reuse of the former Fort Ord since 1993. We have provided a full-range of advisory services, including the preparation of:

- reuse plan
- market studies
- economic development strategies
- business plans,
- financing plans for infrastructure, affordable housing, and municipal services
- developer solicitations
- business terms for real estate transactions

Clients have included the US Army Corps of Engineers, the Fort Ord Reuse Authority, the City of Marina, the County of Monterey, and the City of Seaside. Specific key assignments include the following:

Conceptual Base Reuse Plan (1994) – US Army Corps of Engineers. KMA evaluated market support for residential, business park, retail, lodging and golf development. A conceptual reuse plan was established based on the findings of the market analysis. KMA evaluated the financial and fiscal feasibility of the conceptual land use plan. This effort supported the Reuse efforts being undertaken by the local planning agency that preceded FORA.

Economic Development Conveyance Application (1997) – Fort Ord Reuse Authority. KMA prepared the business plan in support of FORA’s Economic Development Conveyance application for the transfer of approximately 4,000 acres of the base. As part of this effort, KMA developed a discounted cash flow model to test the feasibility of individual land use parcels by jurisdiction.

Proposed East Garrison, Monterey Downs, and Whispering Oaks Projects (Current) – County of Monterey. KMA has served as the County’s economic advisor regarding the disposition of over 770 acres. In this capacity, KMA has evaluated market opportunities, negotiated business terms for the conveyance of property, and developed financing plans for infrastructure, public facilities, affordable housing, and municipal services.

The Dunes, Cypress Knolls, Marina Airport Business Park (Current) - City of Marina. KMA has served as the City’s economic advisor regarding the disposition of over 800 acres. In this capacity, KMA has assisted the City evaluate market opportunities, solicit developers, negotiate business terms for the conveyance of property, and developed financing plans for infrastructure, public facilities, affordable housing, and municipal services.

Alameda Point

KMA was recently retained by the City of Alameda to prepare an economic development strategy for the 900-acre property. The purpose of the strategy is to convert Alameda Point into a vital employment center through two mechanisms: 1) attract key catalyst businesses; 2) reinforce existing businesses that are currently on short-term leases. This effort entails identifying growing, sustainable industries that are well-suited to Alameda Point, meeting with industry leaders to obtain their assessment of Alameda Point, meeting with the community to develop a balanced economic development strategy, and developing a financing plan to implement the strategy.

RBF

East Garrison Project – Reuse of Fort Ord, Monterey County, CA



East Garrison is a proposed sustainable development focused on creating a new pedestrian-friendly, mixed-use urban village on a 244-acre parcel of the former military base at Fort Ord. The vision for East Garrison embraces the principals of smart growth, sustainable development and traditional neighborhood design by providing a diverse mix of units of different sizes, shapes, materials and colors; as well as a diverse blend of civic uses, churches, public spaces, parks and neighborhood shopping opportunities all balanced within a walkable, transit friendly setting. As the project facilitator for the Monterey County Resources Agency, RBF continues to play a critical role in the reuse of the former Fort Ord Military Base by providing strategic, technical, administrative, planning and engineering services.

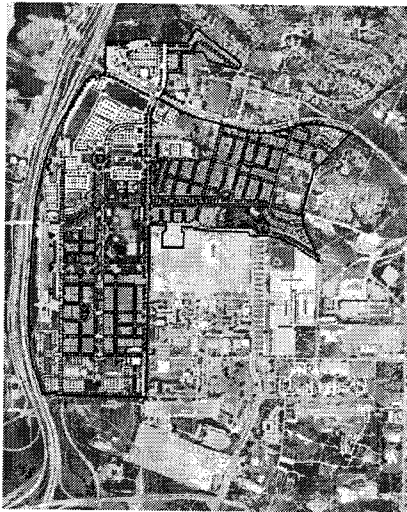
RBF’s role includes review of the proposed Specific Plan and corresponding Pattern Book, Specific Plan EIR, Tentative Map, associated infrastructure support plans, Final Map, and improvement plans, as well as the scheduling and plan check reviews of on-site and off-site improvement plans and supporting technical documents, along with all related

transaction agreements. During our review of the Specific Plan /EIR our role centered on the applicability, functionality and feasibility of smart growth principals, including but not limited to: the mix and balance of land uses; proximity and availability of future development and infrastructure to transit, employment and shopping; site accessibility; energy efficiency and conservative strategies; use of native plant species; historic preservation; and community scale, design, diversity and agency/applicant/stakeholder collaboration. The most recent efforts have included focused review and processing of the Phase I and Town Center improvement plans.

In order to successfully implement the vision for this project, RBF is facilitating close coordination between the Monterey County Planning and Building Inspection Department, County of Monterey Redevelopment Agency, East Garrison Project applicants, and local community and stakeholder interests.

The Dunes on Monterey Bay, Marina, CA

The Dunes on Monterey Bay at the former Fort Ord is under design and construction as a multiple



use, redevelopment project that will complement and enhance the City of Marina as a new gateway to the Monterey Peninsula. RBF has provided policy planning, civil engineering, survey services and environmental support for this 435-acre mixed-use development. The project is being developed as a public/private partnership between the City of Marina and Marina Community Partners, LLC.

Initial challenges consisted of mapping and conducting technical studies with reference to old military records with inaccurate drainage and utility infrastructure. RBF's survey team conducted field investigations, utility research, manhole surveys, quantity calculations, legal descriptions and exhibits for real property transfer, easement creation and redevelopment of the site.

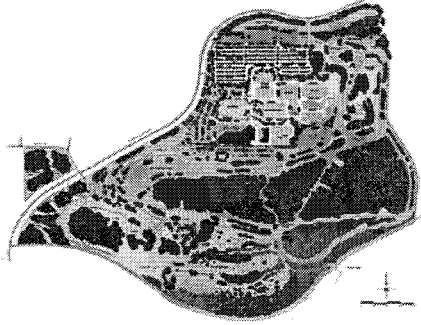
Due to land values and the proposed high-density development, drainage basins were designed to be placed underground and existing active utilities had to be rerouted. RBF's water resources team provided innovative and creative solutions for underground infiltration basins, which included special design techniques to maintain continual water, sewer and storm drainage services throughout the project development, located in the lower portion of the watershed.

RBF implemented strategic water conservation measures to facilitate approvals that acknowledged the limited water availability from a Settlement Agreement imposed on the Base Reuse Plan and to satisfy water purveyor issues. Long-term maintenance solutions included unique accessibility to the facilities and developing recommendations for water quality treatment devices that target pollutants that would degrade percolation rates.

RBF worked closely with the City of Marina and submitted all supporting documentation for the EIR and entitlements. Planning and environmental support focused on the creation and identification of solutions designed to maximize environmental quality, enhance infrastructure accessibility and efficiency, facilitate site connectivity and to implement the community objectives identified during the outreach process. Through this effort, the client was able to get a large multi-phase project approved quickly. The vision for this new neighborhood is a fully integrated, sustainable, pedestrian friendly environment, incorporating residential, employment, shopping and recreational opportunities.

RBF has coordinated closely with the project architects (both retail and residential), landscape designers and dry utility designers to come up with creative solutions for utility servicing, site layout and grading that address and complement the multifaceted interests of the joint parties. Construction for this first phase of retail is completed and design of the mixed-use area is in progress.

Monterey Downs and Horse Park, Phase I, Monterey County, CA



RBF served as the Project Facilitator for the Monterey County Redevelopment Agency by providing strategic, technical, planning and environmental support services for coordination and processing of various applications and approvals associated with the proposed Monterey Downs and Horse Park Project (Phase I Due Diligence and ENA Negotiations).

The project is located on the former Fort Ord Army Base area identified as "Parker Flats". The Monterey Downs and Horse Park proposed project is a 550-acre mixed-use village centered around a large habitat area with an extensive trail network. This community will include a horse park and training facility, a variety of residential uses, commercial uses (including a themed neighborhood retail center, offices, and hotel), and a series of parks, trails and open spaces. The emphasis will be on creating a walkable, mixed-use community that incorporates smart growth and sustainable best practices.

The project is located on the former Fort Ord Army Base area identified as "Parker Flats". The Monterey Downs and Horse Park proposed project is a 550-acre

Key issues with Phase I of the Project included the borderland interface between an oak woodland habitat and proposed development, phasing and munitions cleanup, extension and alignment of the future eastside roadway, connections to existing trails, protection of sensitive habitat areas, water supply, land use, consistency/compatibility, coordination with numerous stakeholders, regulatory agencies and jurisdictions, including the City of Seaside and County of Monterey as the project is within the limits of both.

MST/Whispering Oaks Business Park, Marina, CA

The County of Monterey Redevelopment Agency in conjunction with the Monterey Salinas Transit Agency (MST) recently planned and processed a mixed use business park on an infill parcel on approximately 53.8-acres within the larger 308-acre "Landfill Planning Area" within the former Fort Ord. The site will ultimately be developed by both MST and a (future) master developer. MST is



responsible for developing a project-specific general development plan for their 24-acre lot within the 58-acre site. The intent of the business park is to encourage sustainable development and green building techniques, both in building construction and by attracting businesses and industries associated with environmental sustainability and the green building trade.

The project site is contiguous to the City of Marina, Cal State Monterey Bay and the UC Santa Cruz development parcel, and is a strategically important local "job" creating site for the County.

RBF's efforts included: project and meeting facilitation, application and entitlement processing, environmental and planning support to MST and the County RDA, engineering peer review, and budget management, and RDA Agency / MST negotiations.

Eastside Parkway Traffic Analysis, Geometric Layout, and Design, Monterey County, CA

RBF performed geometric layout, traffic operations and simulation analysis, and design services for the proposed Eastside Parkway in Monterey County. Eastside Parkway will become a new north-south connection through the former Fort Ord area and provide a new roadway connection from Eucalyptus Road to Inter-Garrison Road. Eastside Parkway will consist of a new two-lane roadway between Eucalyptus Road and Inter-Garrison Road. In addition, the existing Inter-Garrison Road will be widened from a two-lane to a four lane roadway between Reservation Road and Eastside Parkway.

RBF determined year future year level of service (LOS) for intersections and roadway segments along the Eastside Parkway corridor. The Synchro 7 software was utilized to determine signal and stop controlled intersection LOS. The SIDRA 5.1 software program was utilized to calculate LOS for an optional roundabout. Micro-simulation of traffic operations was also performed using the SimTraffic software to analyze traffic flows by lane throughout the project's roadway network.

In addition, RBF provided Traffic Index Assessments for the entire study corridor based upon the Equivalent Single Axle Loads (ESAL's) that are expected in a design lane over the design period. The Traffic Index was used to determine the structural design criteria of the road pavement.

Marina Coast Water District, Water Distribution Master Plan, Monterey County, CA

RBF provided engineering services for development of a Water System Master Plan for potable water service for the forty square-mile former Fort Ord Army Base. Services included analysis of the anticipated potable water demands throughout the service area of Marina Coast Water District (MCWD) and condition assessment of portions of the distribution system, installed by the Army and over 60 years old.

Condition assessment included nondestructive means of determining remaining useful life of the major distribution components including existing wells, storage reservoirs and pumping plants. Estimates were made of existing corrosion damage and replacement requirements. Capital projects were developed to provide continuous water service for the anticipated future build-out of the former army base. Analysis of water demands included investigation of the historic water use patterns and a verification of typical water demand budgets for various land use classifications.

The water distribution system service area includes numerous schools, planned housing developments, the new campus of the California State University Monterey Bay (CSUMB) and the U.C. Santa Cruz Monterey Bay Education, Science, and Technology Center, portions of Monterey County, and the Cities of Marina, Seaside and Del Rey Oaks. A comprehensive computer simulation model was developed for the District that assessed costs for new capital facilities throughout the former Army base

Seaside East Conceptual Master Plan, Monterey County, CA

This project was the result of discussions between California American Water (CAW) and the City of Seaside regarding the sighting of the proposed Terminal Reservoir Project (TRP) along the south eastern edge of the City of Seaside. The TRP is part of the Regional Water Project and

involves the storage and distribution of desalinated water in lieu of water drawn from the Carmel River.

Based on concerns raised by city staff, it was felt that before a final location of the TRP could be identified, a broader, more holistic assessment of land uses should be addressed so that land uses generally located east of General Jim Moore Boulevard in a 495 acre area identified as Seaside East, could be efficiently utilized and designed in a compatible manner both within the TRP site and with adjacent land uses.

The preferred conceptual master plan seeks to focus more intensive, high traffic-generating uses along the northerly portion of General Jim Moore Boulevard and along Eucalyptus Road, the with the intersection of these two roads functioning as the commercial center. Less intensive traffic-generating uses are proposed along the southerly portion of General Jim Moore Boulevard which would be more compatible with the existing residential neighborhoods to the west and future roadway capacity.

References

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03

Understanding, Approach + Task Outline

Fort Ord Reassessment: Opportunities and Challenges



AECOM's project approach and team composition are uniquely suited to address the opportunities and challenges surrounding the Fort Ord Base Reuse Plan (BRP) Reassessment. As legacy EDAW, our team prepared the comprehensive Fort Ord BRP that was adopted in 1997. One of the major purposes of the original BRP is to be an economic engine for former Fort Ord, and the entire Monterey Peninsula region, along with a tool for permanent preservation of significant amounts of open space and sensitive habitat areas. The BRP envisions academic and research

focused land uses, providing high-quality employment and educational opportunities. The Plan also provides for development of mixed-use, complete neighborhoods, integrating residential, commercial, and community serving land uses. We know that the Sierra Club filed a lawsuit against the Fort Ord Reuse Authority in 1998, and that a condition of the settlement agreement was that full reassessment of the BRP would be completed by 2013, including a review of the infrastructure capacity and CEQA documentation.

In addition to fulfilling the requirements of the lawsuit settlement, the BRP reassessment is a timely effort, as conditions have changed significantly since the original studies and analysis were completed in the 1990's. Significant progress has occurred since the redevelopment plan for Fort Ord was originally envisioned, and the focus has remained on "education, environment, and

economic development". The CSU-Monterey Bay campus has enjoyed redevelopment, upgrades, and expansion; the Department of Defense (with DFAS and DLI) has remained as the largest employer on the former base; Bayonet and Black Horse Golf Courses have been improved and were recently featured in Golf Magazine; and the Central Coast Veterans' Cemetery is in the planning stages. The proposed Monterey Branch Line light rail service presents opportunities to support transit-oriented development in several locations throughout the former base.



The current economic and political environment presents many development challenges, which must be considered and addressed as part of the BRP reassessment. The multiple municipalities involved each have different concerns regarding redevelopment issues such as building removal, site clean-up, and infrastructure, which will affect the reassessment process and outcome. The economic recession has affected and slowed the development of all land uses (with the exception of multi-family housing). Single-family residential development is a significant component of many

of the projects at Fort Ord - such as Marina Heights, the Dunes, Cypress Knolls, and East Garrison - that were in the planning stage or under construction when the collapse of the residential housing market began in 2007; these projects have been stalled. While the BRP envisions over 6,000 new homes, just under 400 new units have been constructed. Without new housing construction at Fort Ord, land sales haven't occurred, resulting in a lack of land sale proceeds and impact fees to fund new infrastructure. FORA's recent reduction of development fees, while serving to increase development feasibility, will also affect infrastructure funding.

Similarly, the dissolution of Redevelopment puts into question the availability of funding assistance for development and infrastructure projects. Without Redevelopment tax increment funds, it will be very difficult to renovate existing buildings, provide affordable housing, community facilities and open space, and fund infrastructure. Development at the former base is very expensive, due to infrastructure needs and demolition costs. These expenses can be addressed with the availability of public funding and a strong development market, but the additional costs of development at the base have been difficult to overcome during the recession.



Along with the challenges of the current economy, interest groups such as "Keep Fort Ord Wild" have presented concern about the scale of development at Fort Ord, along with an increased interest in open space preservation. In order to keep the planning process on track, these interests and concerns need to be heard and addressed throughout the reassessment, with a transparent, accessible, and comprehensive community outreach process.

The reassessment process presents an opportunity to reconsider and revisit the land use patterns and policy direction included in the 1997 BRP, while addressing the current economic and political conditions. The AECOM team's approach, described below, highlights how we will address these issues and challenges, with the outcome being a publicly supported, realistic, and implementable update to the existing Fort Ord BRP.

Fort Ord Reassessment: AECOM Approach

We are pleased to present an integrated AECOM team, providing a blend of global reach, local knowledge, innovation, and technical excellence in delivering project solutions. AECOM's interdisciplinary nature brings a holistic approach to planning, urban design, economics, and environmental analysis. We have assembled a team with many years of experience working together, producing successful, implementable, and community-supported planning and environmental documents.

Our planning and design team brings a range of successful military base reuse project experience, employing both local knowledge and global expertise. We are able to bring a big-picture, global perspective to complex planning and design projects, and apply our knowledge locally, ensuring that we have a deep understanding of the current economic, physical, and political issues and conditions. To this end, AECOM and our local teaming partners are well versed in the technical and political issues surrounding the former Fort Ord, and the Monterey region. In addition to experience at Fort Ord, AECOM has completed or is in the process of preparing a range of planning, design, and environmental projects in the Monterey region, including Landscape Master Plans for the CSUMB dormitory areas and library, the Carmel Area State Parks General Plan and EIR currently underway that includes Point Lobos, and an energy and water management plan for the Presidio of Monterey (including Fort Ord).

Recognizing that current knowledge of the Fort Ord issues is critical to the success of the reassessment, AECOM is partnering with three firms that have intimate knowledge of local issues. RBF will provide local planning, transportation, and infrastructure expertise, working out of the Marina office on Imjin Road. RBF has completed related plans such as the Water Master Plan for the City of Marina and the former Fort Ord, traffic analysis and engineering for the Eastside Parkway, and planning and engineering services for multiple residential and commercial projects, including the Dunes, East Garrison, and the Whispering Oaks Business Park. Eileen Goodwin, a prominent Monterey Bay outreach specialist, will lead the community outreach effort. Keyser Marston Associates will provide local knowledge and experience having worked with the various municipalities in the region on redevelopment, market, and financing concerns, as well as expertise regarding base reuse development. All of our team members have a successful track record of delivering publicly supported and implementable plans and environmental documents.

The AECOM team brings specific base reuse planning and reassessment experience, and we understand the issues and challenges surrounding the redevelopment of former military bases, including the requirements of the Army land conveyance process, the challenges surrounding environmental clean-up, historic preservation conditions, and the required financing tools and implementation strategies. We have developed numerous base reuse plans, including Naval Air Station Moffett Field, Mare Island Naval Shipyard, McClellan Air Force Base, and Naval Air Station Alameda. In addition to the original plan development, we have been contracted to do reassessments at McLellan AFB and NAS Alameda, which included additional CEQA review, and we have a long history of partnering with NASA on the redevelopment of Moffett Field. We have experience developing and implementing plans involving multiple jurisdictions, which often bring a range of expectations and interests to the table.

Our team members – planners, designers, transportation and infrastructure engineers, economists, and California Environmental Quality Act (CEQA) experts – all work closely together throughout the entire project process, described below:

- In the initial phase of the project (scoping), we will focus on thorough and thoughtful scoping and data analysis, with the goal of developing a range of realistic reassessment options.

- Our land use planners will work closely with the economics team to understand the current and projected development market for the region, with a particular emphasis on how the market has changed since the 1997 Fort Ord BRP was approved.
- We will review projects that have been approved and developed to-date, and assess if they are helping to achieve the vision and goals for the former Fort Ord.
- Two issues in particular are going to be of critical concern in the reassessment process, are transportation and water.

Water – The current BRP identifies the availability of water as a primary resource constraint. Buildout under the current BRP estimates a total demand of 9,000 acre-feet per year (AFY). Of this, 6,600 AFY would be drawn from groundwater supplies. The remaining 2,400 AFY would be from augmented sources including water from a desalination project, recycled water, or a combination of the two.

Transportation – As part of the preparation of the BRP, the Transportation Agency of Monterey County (TAMC) prepared the Fort Ord Regional Transportation Study (1997). TAMC subsequently prepared the FORA Fee Reallocation Study (2005) which establishes the basis for traffic mitigation fees for both on-site and off-site improvements.

A summary of infrastructure issues that will need to be addressed in the reassessment process includes:

Transportation	Water
<p>Reassessment of the Fort Fee Reallocation program in light of any proposed land use changes.</p> <p>Final alignment, design and construction of the Eastside Parkway.</p> <p>Widening of Highway 1 from Freemont Avenue Interchange south to the Del Monte Interchange.</p> <p>Upgrades to various "on-site" roadways including 8th Street, Gigling, and General Jim Moore Boulevard</p>	<p>Overall water allocation vs. future demand, particularly in light of the apparent demise of the Regional Water Project.</p> <p>Role of MCWD as the purveyor of water for either some or all of Ft. Ord.</p> <p>The status and future possible development of the recycled water project.</p>

- Additionally, since the original plan was developed, additional data and analysis has occurred regarding sea level rise and climate change. We will complete these analyses for the conditions at Fort Ord, since this data may affect recommended land use patterns and densities.
- We also understand that Fort Ord contains a unique ecosystem, with many rare and sensitive species and habitat types, including Federally-listed species. These natural conditions dictate the placement and intensity of land uses in the planning phases, and will also be closely analyzed during the CEQA review process.
- An essential part of the scoping phase of the work will be community outreach, which is the cornerstone of any successful public planning process. As experienced through numerous base reuse and general plans, specific plans, downtown studies, streetscape improvement plans, etc., our team has found that the community participation process must be addressed

strategically for each community to ensure that it achieves four primary objective, namely that it is: 1) Engaging, 2) Meaningful, 3) Broad-based, and 4) Results-oriented.

Given the heightened level of attention associated with recent land use decisions on Fort Ord (e.g. MST/Whispering Oaks, the Eastside Parkway, the Monterey Downs & Horse Park, etc.), the community involvement process is going to be a critical aspect of a successful BRP reassessment. As such, our approach is to offer you a menu of possible community outreach components tailored to address issues and opportunities specific to Fort Ord and the surrounding Monterey Bay communities. A list of possible community participation strategies is shown in the call out box. As part of project initiation, our team will meet with FORA to review and discuss the goals and objectives of the community involvement process. We will then prepare a Community Outreach Plan that will be tailored to FORA's specific needs and strategic requirements.

The Community Participation "Toolbox"

- Fort Ord BRP "branded" logo to create a consistent identity
- Complete, interactive web site (with hosting if requested)
- Preference surveys with real-time participant voting
- On-line preference surveys
- Newsletters and other informative print collateral
- Open house informational meetings
- Issue focused roundtables and workshops
- One-on-one stakeholder interviews
- Site tours
- Information center/kiosk
- Press releases and media outreach

For this project, we have teamed with Eileen Goodwin of Apex Strategies to provide FORA with a comprehensive and effective community outreach program; she provides local understanding and context, and has direct experience with the local and political conditions. Ms. Goodwin will act as the lead community facilitator for all public workshops, allowing other team members to focus on technical aspects of the reassessment process.

We believe that community involvement early in the process will be important and that as the update process moves forward, it should become more focused and strategic. It will be important to utilize the institutional knowledge of those persons who have a long-term relationship and understanding of Fort Ord and the critical role it has in the broader Monterey Bay region. We understand that there are controversial issues regarding development of the site, and that some community members are interested in reducing the amount of permitted

development. Our community engagement process will address these concerns, to ensure that the outcome is a plan that is supported by the community, yet still realistic and implementable under current market conditions.

- Based on the initial scoping process, we will develop a range of options for the BRP reassessment (likely 3). Since the Fort Ord BRP was approved (and the technical studies were completed) over 15 years ago, and it is likely that many of the original baseline conditions and assumptions have changed, which could require significant re-working of the planned land uses. However, we understand that many of the land uses included in the original BRP are fixed, due to habitat conservation requirements, Army housing, public benefits requirements, and existing land use entitlements. All of the options for the BRP reassessment will be feasible, grounded in the reality of the market and regulatory conditions. We will assess each of the options, and determine how they each meet FORA's and the community's goals for the redevelopment of Fort Ord. At this point, we will present a range of options (likely 3) and

accompanying analysis to the FORA Board. This will be an opportunity for the Board to select its preferred option, which will serve as a roadmap for the BRP reassessment.

- Following the Board's selection of a preferred option, we will develop a scope of work for completing the reassessment and the associated CEQA analysis. The level of effort and scale of the reassessment will be based on the direction from the FORA Board. We will refine the preferred option to develop the BRP reassessment, and update the elements of the BRP as necessary based on the extent of the recommended land use changes.

Task Outline

Task 1: Scoping (Determine the Level of Assessment Needed)

This work completed during this initial task will set the framework for the level of effort and direction for the Fort Ord Base Reuse Plan (BRP) Reassessment effort. Based on the outcome of these initial scoping tasks, it is possible that some of the elements will require detailed reassessment and reconsideration, while others may only need minor adjustments.

1.1 Existing Conditions Analysis

As part of the scoping task, we will assess the physical conditions of the former Fort Ord lands and the surrounding vicinity, specifically considering conditions that are most likely to have changed since the original plan was approved in 1997, including traffic conditions, infrastructure and utility systems, and land use development patterns. Additionally, since the original plan was prepared, significant data collection and analysis has occurred regarding sea level rise and climate change. We will consider these factors in light of the plan reassessment.

The AECOM team will also review the existing BRP (approved in 1997), starting with the overall vision and goals that the plan sets forth for the former Fort Ord lands and compare with progress made during the past 15 years. We will also review each of the elements of the plan, to help determine what level of reassessment may be required for each. We will review relevant policy documents including the FORA Master Resolution, the Authority Act, the Habitat Conservation Plan, and relevant City of Seaside and Marina, and County of Monterey policy and planning documents and regulations.

We will also review the content and status of pending and current development plans in the area, such as the Dunes on Monterey Bay, Seaside Resort Development, and the Veteran's Cemetery.

This analysis will help us frame the Reassessment effort, and ensure that it takes into account existing physical and policy conditions both on the site, and in the surrounding region. Since we were involved in the original plan, AECOM can complete the existing conditions analysis efficiently.

1.2 Market Study

The market study will be designed to achieve the overarching goal of the Base Reuse Plan Reassessment: *"to establish a framework and basis to attract corporations and industries that value quality of life, environmental sustainability, and a business atmosphere that produces stellar employees, while keeping environmental protection as a key aspect of all development plans."*

Much has changed at the former Fort Ord since the Base Reuse Plan (BRP) was adopted in 1997:

- CSUMB's enrollment exceeds 4,000 students;
- 380 homes have been constructed in Seaside;
- Approximately 370,000 square feet of new regional-serving retail space has been completed in Marina;

- Entitlements have been secured for approximately 4,500 residential units, 800,000 square feet of retail, office, and industrial space, and 3 hotels;
- The jurisdictions have a number of proposed projects that will add thousands of additional residential units, new retail centers, new R&D/industrial parks, and additional hotels and timeshare units;
- The residential market collapsed in 2008, after many of the pending projects obtained entitlements; and
- The economy has been in recession since 2008, which has severely reduced new development throughout California and the region.

The market study will be undertaken within the context of the new development that has occurred, is entitled, and has been proposed, as well as the evolving economic conditions and trends. It is also important that this Reassessment be supportive of the tremendous progress that FORA and the local jurisdictions have made to date in redeveloping the base and to build-off of these efforts. Given these considerations, the objective of the market study will be to identify development opportunities for the remaining properties that will achieve the goals of creating high-paying jobs, enhance the economic viability of the Reuse Plan, support the objectives of the local jurisdictions, protect the environment, and meet the myriad of regulatory constraints. The market study will be used to reassess the land use plan element of the BRP, pursuant to the requirements of Section 8.01.010(h) of the FORA Master Resolution and Section 67675 (c) (1) of the Fort Ord Reuse Authority Act.

While a detailed scope will be established in collaboration with FORA staff, it is envisioned that the market analysis will include the following:

1. Assessment of regional output and employment trends by industry, including an examination of "eco-tourism", which was identified in the BRP as a primary opportunity for the redevelopment of Fort Ord.
2. Assessment of regional population and household formation projections.
3. Review of existing market analyses conducted in the Monterey Bay region.
4. Assessment of real estate trends that correspond with employment trends – inventory of space, new construction of residential and commercial space, vacancy rates, and lease rates. It is anticipated that a full range of land uses will be examined, including: single family residential; multi-family rental residential; retail; hotel; R&D, office, and general business park space; and recreational land uses.
5. Assessment of existing and pending competition in the market area.
6. Inventory of key remaining development/adaptive reuse properties at Fort Ord.
7. Meetings with representatives of each jurisdiction to understand their objectives, redevelopment plans, and assessment of market conditions as well as the opportunities/constraints for their development properties.
8. Meetings with brokers and members of the development community to obtain their assessment of market conditions, opportunities, and opportunities specific to Fort Ord.
9. Assessment of Fort Ord's unique strengths in the market-place and the opportunities and constraints of each key development parcel
10. Preliminary Land Use Recommendations. These recommendations will be preliminary as they may change based on the findings of a financial feasibility analysis and consideration of other factors that impact feasibility.

Keyser Marston Associates will prepare a series of technical memorandums as work progresses. The memorandums will summarize the findings of the employment trends analysis, the real estate

trends analysis, and the interviews with stakeholders and brokers. The findings and conclusions will be presented in a Market Assessment Report, which will be incorporated into the scoping report (Task 2).

1.3 Community Workshops: Initial Scoping

As with the 1997 BRP, achieving community buy-in and support will be a critical element to the success of the Plan Reassessment. We have included Eileen Goodwin on our team as our lead meeting facilitator. She is experienced in organizing and running community workshops for complicated and controversial planning projects throughout the region, and has specific experience engaging economically diverse communities.

As part of the scoping portion of this planning effort, we will conduct five public workshops intended to seek broad community input from public agencies, educational institutions, and the culturally, linguistically, and economically diverse communities in the Monterey Bay Region who are all considered stakeholders in the BRP Reassessment process. The workshops will be an opportunity to share information with community stakeholders about the BRP Reassessment process and initial findings, while at the same time answering questions and ensuring that the community's ideas, visions, and concerns are reflected in the BRP Reassessment. We envision that public workshops will be held in geographically diverse locations throughout the Monterey Peninsula, in order to gain input from a cross-section of the population. We understand that one or more of the workshops will be conducted primarily in Spanish; many of our team members are experienced in facilitating workshops bi-lingual workshops using simultaneous translation techniques.

To most effectively and fairly engage the entire community and interested stakeholders, it is recommended that some of the community meetings be "roundtable" style discussions and input sessions. It is envisioned the project content and alternatives be articulated in multiple scenarios or questions that the community can discuss and provide input on through these community meetings.

PowerPoints, exhibits, meeting agendas and handouts will be developed by the Project Team. We will produce summaries highlighting the key issues that emerged through the discussions with the community and their relevance to the BRP Reassessment after each community input meeting.

1.4 Stakeholder Interviews

We understand that there are stakeholder groups in the community who are concerned with development activities at the former Fort Ord, and it will be critical to understand the issues surrounding these concerns, and ensure that there is a public forum for community members who have a vested interest in Fort Ord to express their viewpoints. We also suggest holding stakeholder meetings or focus groups, in order to have specific discussions regarding issues and challenges surrounding development at Fort Ord. For example, it may be useful to have stakeholder meetings for public agencies, elected officials, educational institutions, existing tenants, and ones for stakeholders regarding specific issues, such as land use, housing, or conservation topics. These interviews will be useful in identifying issues and concerns that some people may not want to express in public. As such, these interviews could be confidential, and the results presented back to FORA anonymously. We will provide summary notes of each stakeholder meeting.

Additional outreach elements could include writing press releases, development of an on line survey of community preferences, development and maintenance of a project stakeholder database, as well as other appropriate outreach activities such as the development of flyers, factsheets, website materials, ads and other collateral materials.

1.4 Formation of a Technical Advisory Committee

While not specifically called for in the RFQ, our experience is that a technical advisory committee can help to guide a complex planning project. Reassessment of the existing FORA BRP will potentially have significant impacts on the areas local cities (particularly Marina, Seaside, and Del Rey Oaks) and Monterey County. It will also affect other governmental agencies including CSUMB, UCSC, Monterey Peninsula College, Marina Coast Water District, TAMC, etc. To enable these entities to actively and constructively participate in the process, we recommend for the formation of BRP Reassessment Technical Advisory Committee (TAC). The TAC would meet regularly throughout the reassessment process to review draft project deliverables and provide comments and recommendations to the FORA Board.

1.5 FORA Board Presentation #1: Scoping

AECOM will prepare presentations for the FORA Board throughout the Reassessment process, for the purpose of sharing findings, and gathering input and direction on the Reassessment from Board members. The purpose of the first FORA Board presentation will be to share the findings from the existing conditions analysis, market study, and community engagement to-date.

Task 2: Scoping Report

AECOM will prepare a scoping report, incorporating the findings from Task 1. The report will highlight the major planning, design, environmental, market, and regulatory issues surrounding the development of the former Fort Ord, with a focus on how conditions may have changed or shifted since the original BRP was approved in 1997. The report will also incorporate the findings and direction from the initial community workshops and FORA Board meeting. We will present the findings from the initial scoping to the FORA Board as an informational item, and we will utilize the findings from the scoping efforts to develop a range of options for the BRP Reassessment (discussed in the next task).

Task 3: BRP Reassessment Options

3.1 Develop Reassessment Options

Using the findings from the initial scoping tasks and input from the FORA Board, AECOM will develop up to three (3) options for reassessing the BRP. These options will be framed as conceptual land use alternatives, and will explore the organization and mix of land uses, major circulation patterns, and community design features on the site. We will compare each of the options to the existing BRP, and identify the level of effort needed to complete the reassessment. For example, it is likely that one of the options will be minor updates to the existing BRP, whereas a more robust effort may be a more complete reassessment of the existing BRP. Most often, the reassessment options will be illustrated by “bubble diagrams” which will focus on potential land use changes, important connections, adjacencies, and circulation and access. We will also consider the implications to the infrastructure systems, as well as open space and critical habitat areas. We will work with our economics team during this task to ensure that all of the options presented are viable and realistic, and incorporate the results of the market study completed as part of the scoping task. We will prepare a presentation that outlines the reassessment options, including a comparison of the options, as well as a comparison of each to the existing BRP. We will also outline which of the elements would be updated under each option. The options will also incorporate recent development and plans that have been adopted since the 1997 BRP, in order to reflect updated conditions on the ground.

3.2 Community Workshop(s): Reassessment Options

It will be important to maintain consistent community outreach efforts throughout the entire Base Reassessment process, in order to ensure that the selected Reassessment Plan reflects the community's goals, and enjoys public support. We suggest holding a series of community workshops throughout the region to present the reassessment options, and to gather community input and feedback.

3.3. FORA Board Presentation #2: Reassessment Options

AECOM will present the Reassessment Options to the FORA Board, and request that the Board select one of the options for the Plan Reassessment (preferred option). It is likely that the preferred option will be a combination of elements from the options considered.

Task 4: Preferred Option

4.1 Develop Preferred Option

Based on the analysis completed and input received during the previous task, the AECOM team will develop a refined preferred option. The preferred option will likely be a combination of elements from each of the options considered. The preferred option will illustrate community character, relationship between land uses, and a refined development yield. The analysis will be more detailed than the bubble diagrams developed during the earlier tasks, and will include more refined circulation and access patterns, open space and linkages, intensity of development, and location of site amenities and features.

An infrastructure assessment will be a key element of developing the preferred option. RBF will assess how changes in proposed land uses affects the carrying capacity of the existing infrastructure, where and when capacity is exceeded, and what new infrastructure improvements may be required. This infrastructure includes roadways, water and sewer lines, storm drainage facilities, gas and electric, and communications. Possible infrastructure improvements will be reviewed in context to FORA's current planned improvements in the current Capital Improvements Plan (CIP) and the Public Facilities Implementation Plan (PFIP).

4.2 FORA Board Presentation #3: Preferred Option

AECOM will develop an overview of the preferred option, for presentation to the FORA Board.

Task 5: Draft BRP Reassessment

5.1 Administrative Draft BRP Reassessment

Based on feedback from the FORA Board, the AECOM team will develop and refine the preferred option, which will be the framework for the BRP Reassessment. This will be a policy-based document, with implementation measures and design guidelines to ensure that the Plan's vision and goals will be implemented. The elements to be updated will be based on the level of detail included in the Reassessment, but it is likely that plan reassessment will follow the structure of the existing plan, and will include the following sections:

- Framework and Context
- Land Use
- Circulation
- Recreation and Open Space
- Conservation
- Noise
- Safety

It is possible that not all of the existing elements would be updated; the level of effort and detail included would be dependent on the reassessment option that is selected.

The outcome of this task will be the Administrative Draft BRP Reassessment, intended for internal review by FORA staff. It is not anticipated that the Administrative Draft would be released for public review and comment.

5.2 Public Draft BRP Reassessment

AECOM will refine the Administrative Draft Specific Plan, based on comments from FORA staff, and will produce a Draft BRP Reassessment document for public review.

5.3 FORA Board Presentation #4: Draft BRP Reassessment

AECOM will present an overview of the Draft BRP Reassessment to the FORA Board.

5.4 Financing Plan (Optional Task)

The demonstration of market support is a necessary but not sufficient condition for establishing or updating a land use plan. The other necessary component of a land use plan is a demonstration that the plan is financially feasible. While not identified as being part of the scope for this BRP Reassessment effort, KMA is prepared to evaluate the financial feasibility of the preliminary land use recommendations, recommend adjustments to the preliminary land use plan based on the findings of the financial feasibility analysis and then prepare a financing plan for implementing the recommended land use plan. The work program for a financing plan would likely consist of the following elements:

- Develop prototypical developments for each recommended land use component. This step will be undertaken collaboratively with the rest of the AECOM team.
- Prepare pro forma models of each development prototype. The models will address: development costs, stabilized annual income, supported profit margins, and supported investment. To prepare the models, KMA will research current market lease rates for the various uses, home prices, as well as development costs, financing underwriting criteria, and industry return expectations.
- Incorporate the team's findings regarding any off-site improvements (beyond that which is contemplated in the existing Reuse Plan and CFD fee structure) that would be needed to implement the recommended land use plan.
- Analyze the findings of the pro forma models to determine the extent that the current base-wide CFD fees are supported by the development economics as well as the cost of any additional base-wide improvements. The analysis will determine the magnitude of residual land value that is supported by each land use after funding the requisite off-site improvements.
- Evaluate the recurring fiscal impacts of the land use plan to the local jurisdictions.
- In the event that the financial analysis indicates that there is a gap between costs, KMA will coordinate with FORA staff, jurisdiction staff, and AECOM team members to identify grant funds that could potentially be available to fill the financing gap.
- Prepare a financing plan for the land use plan, including base-wide infrastructure improvements.

Task 6: CEQA Compliance

We understand that the current Reuse Plan envisions a wide range of uses including education, housing, retail, office, commercial and light industrial, and community service facilities. The Plan has moved forward toward implementation on some of these uses, but improvements to old infrastructure including water and sewer systems, roads, utility and communication systems is still

underway. The cleanup of ordnance and munitions, as well as remediation of lands formerly used for military purposes is still taking place. Many of the existing structures have not completed their full transition to be removed, renovated or replaced with new uses. There is also a need for integrated regional transportation and transit systems to connect more integrally with the site. The Fort Ord Public Lands include a diverse assemblage of plant and animal communities, including rare plants unique to its location along the coast of the Pacific Ocean. A large portion of the public lands are currently managed primarily for habitat conservation. Fort Ord also provides over 86 miles of trail on 7,200 acres for a variety of passive and active recreational activities. This is important open space that services the Monterey Bay area.

All of these elements, as well as the market study, are important to consider when formulating alternative possibilities in the planning process (described above), as well as the thorough environmental analysis that our team will conduct to gain CEQA clearance and approval to implement a BRP reassessment for Fort Ord. The necessary steps for the CEQA process are briefly summarized below.

6.1 Administrative Draft BRP Reassessment CEQA Document

The final EIR for the Fort Ord Reuse Plan was certified June 13, 1997 and was republished in November 2001. That program level document was based on previous information prepared in an EIS to comply with NEPA used to close the Base, plus missing supplemental elements that were included for the Reuse Plan to comply with CEQA in the form of an EIR. New CEQA analysis and approvals will be needed if changes are made to the EIR through the reassessment planning process, however all previous information will be used as the starting point to generate a new analysis. AECOM helped prepare the original Reuse Plan and EIR, therefore, we have a solid understanding about the primary issues at Fort Ord and have been keeping informed on the changes at the base as well as other projects in the vicinity, some of those projects we have worked on directly and are included in the project qualifications and descriptions section of this SOQ.

For the BRP Reassessment the environmental analysis would focus on the preferred option that is recommended and would address development changes proposed. The planning screening process that would include consideration of several alternatives as describe above, would also review environmental constraints and other issues to narrow the alternatives down to get to the preferred option that would be chosen by the decision makers. All existing environmental information that was used to formulate the original EIR plus any new environmental information collected and used to advance development since that time would be used to the extent relevant. New surveys would be performed to update information, as necessary, in particular, the focus would include reviewing the changes that are present regarding land use, biological resources, water resources, transportation, noise, air quality and socioeconomics. An update to topics such as hazardous waste and soils including progress on ground water and ordinance clean-up would also be included to represent what has been accomplished during the past 15 years. In addition, new regulations and guidance that have changed will be reflected in the new analysis such as addressing energy and greenhouse gases in more detail.

6.2 Notice of Preparation/Public Scoping Meeting

At the start of the environmental process a Notice of Preparation ("NOP"), shall be circulated to interested public, agencies, organizations, and key stakeholders interested in activities at Fort Ord and the surrounding community. The CEQA Initial Study checklist will be filled out to help to determine the environmental topics that would need to be addressed in more detail and the necessary level of environmental documentation. At this time we anticipate that an EIR would be necessary based on the level of interest that has been shown by community groups and individuals, the fact that much of environmental data is outdated and because we envision the

preferred development option is likely to change from the current Reuse Plan. A Public Scoping meeting for the EIR would take place and based on the NOP scoping process, the Draft EIR would further focus on addressing the relevant issues raised and corresponding analysis required to gain necessary approvals. AECOM has experience in leading controversial projects to success by using various outreach techniques and effectively listening and responding to public concerns. Our team is well versed in using outreach tools creatively to address issues immediately while meeting all regulatory outreach requirements. We can assist at any level to facilitate and document this process, including arranging for a written transcript of the comments.

6.3 Prepare Administrative Draft Environmental Document

AECOM will prepare the Administrative Draft EIR in accordance with CEQA including local and regional requirements. The Administrative Draft is the first time the whole document would be assembled and its preparation will incorporate any comments received from FORA about the environmental topics, including those on the Initial Study, prior to assembly. Preparation of Administrative Draft will involve technical editing, graphics work, formatting and quality control to create a document that is informative and easy to read so that it is understandable by the general public as well as the decision makers. Hard copies as well as electronic distribution would be provided for internal review by representatives agreed upon and directed by FORA.

6.4 Draft BRP Reassessment CEQA Document

After the comments have been received on the Administrative Draft EIR, AECOM will meet and review with FORA representatives to discuss the sections in detail. AECOM will respond to comments and revise the document to prepare the next version for a 2nd review. Hard and electronic copies will be provided and distributed of the Draft EIR to representatives as directed by FORA.

A draft Mitigation Monitoring and Reporting Plan (MMRP) will also be prepared at this time in accordance with CEQA requirements and regional planning guidelines. The MMRP will list the mitigation measures as well as assign roles and responsibilities for implementation to address activities anticipated from pre-construction through operational phases in a table format. The MMRP can be incorporated directly into the EIR or it can be designed as a stand-alone document that can be used for future tracking and monitoring of mitigation measures developed as part of the environmental review and approval process.

Upon receipt of comments from FORA representatives, AECOM will revise and finalize the Draft EIR and MMRP and prepare for screencheck review. After screencheck review production will take place and AECOM will prepare the camera-ready copies of Draft EIR so that hard copies and CDs can be created for public distribution. A linked and user-friendly pdf version of the document will be created electronically so that it can be loaded to FORA website(s) of choice, as directed. AECOM will issue the Notice of Completion (NOC) and coordinate distribution to the State Clearinghouse, key agencies and interested parties in order to solicit comments on the Draft EIR. The NOC will contain the time and location of a Public Hearing, which is recommended to take place toward the end of the public review period.

Task 7: Public Review/Responses to Comments/Adoption of the CEQA Document

7.1 Draft BRP Reassessment and CEQA Document

The public review period required for an EIR is 45 days, but an extension can be requested and accepted on controversial projects. The AECOM team recommends a Public Hearing be held on the Draft EIR and scheduled according to regular hearing practices that FORA follows, approximately 30 days after release of the public Draft EIR. The format anticipated is a brief overview of the planning process of the BRP Reassessment, the selection of the Preferred Option

and the Draft EIR findings, followed by a public comment time period. We find this is the best time to gage the pulse on acceptance of a plan by the community. AECOM can help with the presentation and facilitation as needed and summary notes would be provided after the hearing. The hearing should be recorded by video and/or by transcription to document this process.

7.2 Response to Comments

After the Public Hearing on the Draft EIR the AECOM team will start to address formulated responses to the comment received in preparation for the response to comments documentation that will be included and represent the Final EIR. Modifications to the BRP Reassessment will also be considered to efficiently prepare for responding when public comment period ends. After the close of comment period draft a meeting will take place to review and discuss major issues to focus on areas that may need change or reanalysis. Changes will be made as directed by FORA to the BRP Reassessment as well as the draft Final EIR including the responses to all comment received. The goal is to provide an acceptable document to the community while creating and legally defensible document. The MMRP will also be revised as necessary so that it reflects agreed upon changes that would be adopted at the time of CEQA certification.

AECOM will compile the responses to comments and any necessary changes to the BRP Reassessment and Draft EIR and allow for two rounds of review and revision by FORA representatives. Once the documents are complete AECOM will distribute the revised BRP and Final EIR to interested parties.

7.3 FORA Board Presentation #5: Adoption of BRP Reassessment and BRP Reassessment CEQA Document

Members of the AECOM team will attend FORA Board meetings for the purpose of adopting the BRP Reassessment and certifying the Final EIR Document. We will develop a presentation for the FORA Board outlining the major components of the BRP Reassessment and the CEQA Document, highlighting the key components of the plan that were updated from the Public Hearing on the Draft EIR. After the document is certified and a Notice of Determination has been filed, AECOM can assist with further distribution of the Final EIR document and the Mitigation Monitoring and Reporting Plan. An administrative record will be provided to FORA to support project inquiries.

04 Our Team

Team Structure

In assembling our proposed team for the Fort Ord Base Reuse Plan Reassessment, we sought to create balance between local knowledge and best in class expertise. Allen Folks leads the team as Principal-in-Charge. Adena Friedman will be the project manager and will lead the community planning effort. Nick Haskell will serve as a lead urban designer, and Larry Singer will serve as a strategic development advisor. David Reel will serve as the task lead for CEQA, and Francine Dunn will oversee the preparation of the environmental document for the reassessment. Petra Unger will serve as our lead in biology and botany. Claire Bonham-Carter is included as an expert in sustainability, focusing on climate change and adaptation. Cultural resources are led by Susan Lassell and supported by Mark Bowen for architectural history and Jesse Martinez for archaeology. The AECOM team is complemented by RBF's transportation and infrastructure expertise. Bill Wiseman of RBF serves as our local planning advisor, with Frederik Venter, PE, leading circulation planning and analysis and Paul Findley, PE, overseeing infrastructure. The RBF team is local to the Monterey area, bringing extensive experience and understanding of the infrastructure challenges facing the region, and those specific to development at Fort Ord. We have included Eileen Goodwin of Apex Strategies as our community outreach leader; she will provide a proactive and comprehensive community outreach program. Debbie Kern of Keyser Marston Associates brings a deep understanding of the local real estate market, as well as expertise in redevelopment and base reuse financing and implementation.

Fort Ord Reuse Authority

Allen Folks
Principal in Charge

Adena Friedman
Project Manager

Bill Wiseman, RBF
Local Planning Advisor

Larry Singer
*Strategic Development
Advisor*

Claire Bonham-Carter
*Sustainable Development
Advisor*

Economics

Debbie Kern
*Keyser Marston
Market Study Task Lead*

**Land Use + Policy
Planning**

Adena Friedman
Task Lead

Nick Haskell
Lead Urban Designer

CEQA

David Reel
Task Lead

Francine Dunn
Lead CEQA Planner

**Traffic/
Transportation**

Frederik Venter,
*PE
RBF
Task Lead*

**Utilities/
Infrastructure**

Paul Findley, PE
*RBF
Task Lead*

**Biological
Resources**

Petra Unger
Task Lead

Cultural Resources

Susan Lassell
Task Lead

Mark Bowen
*Architectural
Historian*

Jesse Martinez
Archaeology

Eileen Goodwin, Apex Strategies and Bill Wiseman, RBF
Community Outreach

Team Bios

Allen Folks, Principal in Charge

Allen Folks is a registered landscape architect and urban designer with experience in the master planning of public and private institutions, new town planning and community design projects, and land use planning in the United States, Asia Pacific region, Europe, and the Middle East. He has been responsible for a variety of assignments, including development of specific plans for new and existing communities, reuse of military bases, and the design of corporate campuses and civic institutions. In his role as project director and manager on many large and complex development projects, he has managed teams of designers, biologists, and economists in developing plans that have a creative vision and are economically feasible. He received a Master in Landscape Architecture and a Certificate in Urban Design from the University of Pennsylvania, a BS in Environmental Design from the Philadelphia College of Art, and an AS in Landscape Design from Temple University.

Mr. Folks has led a number of reuse plans and subsequent updates, including:

- Alameda Reuse and Redevelopment Authority, NAS Alameda Community Reuse Plan, Alameda County, California
- City of Alameda Reuse and Redevelopment Authority, Naval Air Station Alameda Community Re-Use Plan Amendment, Alameda County, California
- Alameda Reuse and Redevelopment Authority, Alameda Fleet Industrial Supply Center Site, Alameda County, California
- McClellan Air Force Base, McClellan Park Reuse Plan and Microelectronics Area Specific Plan at McClellan Air Force Base, Sacramento County, California
- Moffett Field Master Plan, NASA Ames Research Park, Santa Clara County, California
- City of Vallejo, Mare Island Futures Project, Solano County, California
- City of Vallejo, Mare Island Area 5 Study, Solano County, California

Adena Friedman, Project Manager, Land Use + Policy Task Lead

Adena Friedman is an urban planner who focuses on comprehensive community planning and policy development. She has managed specific plans, general plans, neighborhood revitalization plans, and strategic planning efforts. Her experience and skills include policy analysis and development, land use planning, data collection and analysis, organizing and managing community involvement efforts, and writing plans and implementation strategies. She has worked closely with community leaders to develop strategic, action oriented plans which work to implement the community's vision of improvements, and link residents with available resources and services. Adena has a variety of public and private sector experience, contributing to a deep and thorough understanding of the planning and development process. She has managed a variety of military master planning projects, including a the Coast Guard C4IT Master Plan, and energy and water master plans for the Army Corps of Engineers. Ms. Friedman holds a Master of Regional Planning from the Department of City and Regional Planning at the

University of North Carolina at Chapel Hill, and a BA in Psychology from the University of Pennsylvania, Philadelphia.

Relevant project experience includes:

- United States Coast Guard C4IT Master Plan, Alexandria, VA, Portsmouth, VA, and Martinsburg, WV
- US Army Corps of Engineers (USACE), Comprehensive Energy and Water Master Plan, 31 Army Installations across the US
- Bayview/Hunters Point Community Planning Efforts, San Francisco
- Hacienda Business Park TOD Planning, Pleasanton
- Visitacion Valley TOD Master Plan, San Francisco

Bill Wiseman, Local Planning Advisor, RBF

Mr. Wiseman is a Vice President with over 25 years of national and international experience with expertise in land use and environmental planning, resource and recreation management, and information technology. He is a skillful manager, excelling in coordination of complex projects with large multidisciplinary consulting teams. He is an effective problem solver, able to understand and clearly communicate complex technical and environmental development issues and to create economically feasible solutions.

Mr. Wiseman has managed the preparation of general plans, specific plans, downtown development plans, and open space and recreation studies. He has also served as project manager for the preparation of numerous environmental and planning studies for public and private sector clients, in accordance with the CEQA, the Washington State Environmental Protection Act (SEPA), and NEPA. He holds an MS in Urban and Regional Planning from the University of Washington, Seattle, and a BA in Economics from the University of California, Santa Barbara.

Relevant Experience:

- East Garrison Specific Plan, Tentative Map and EIR (Monterey County, CA)
- The Dunes on Monterey Bay (Monterey County, CA)
- Seaside East Conceptual Plan (Seaside, CA)
- Atkinson Lane Specific Plan (Watsonville, CA)
- Boronda Community Plan (Salinas, CA)
- Buena Vista Neighborhood Plan (San Francisco, CA)
- Business Relocation Feasibility Study (Gonzales, CA)
- Carmel Valley Tennis Ranch Master Plan and Development Feasibility Study (Carmel, CA)

Larry Singer, Strategic Development Advisor

Mr. Singer has more than 20 years of planning and design experience with public and private development projects, strategic and capital plans, land use and development plans, master planning and facilities planning, and commercial and institutional

architectural design projects. His experience includes long range master planning, conceptual facility design projects, interior design and space planning solutions, programming, and cost estimating. His professional interests and focus are in large scale redevelopment projects for government facilities. He has more than 10 years contiguous experience managing the redevelopment planning office at NASA Research Park in direct partnership with NASA Ames. Mr. Singer received a BS in Environmental Design/Architecture from the University of Colorado, Boulder.

His relevant work includes:

- NASA Ames Research Center, Ames Development Plan and Environmental Impact Statement (EIS), Moffett Field
- NASA Ames Research Center, Center Master Plan, Moffett Field
- NASA Ames Research Center, General Facility Planning, Moffett Field
- NASA Ames Research Center, Facility Management Support Services
- US Army Corps of Engineers (USACE)- Avila Government Services, Inc., Comprehensive Energy and Water Master Plans, 31 Army Installations across the US

Nick Haskell, Lead Urban Designer

Nick Haskell is a distinguished planner with experience in physical planning, analysis of land use, and urban design for the public and private sectors. He has served as Principal-in-Charge and Director on a variety of projects including specific and area plans, downtown revitalization and redevelopment plans, and new residential and commercial development projects. As the leader of AECOM San Francisco's Planning Studio, Mr. Haskell's role crosses several disciplines including land use planning, urban design, policy preparation and public involvement. He holds a BS in City and Regional Planning from California Polytechnic State University, San Luis Obispo.

Relevant work includes:

- Moffett Field, NASA Ames Research Park
- Hampton Roads Group of Communities, Fort Eustis and Story, VA - development of 1,400 housing units
- Neighborhood Master Plans: US Army Residential Communities Initiative, Forts Ord, Irwin, Belvoir, Leonard-Wood, Polk, Benning, Camp Parks, and Navy Mid-Atlantic
- Walnut Creek Transit Village Development Plan, CA
- Transit Center District Plan + 4th/King Railyards Study, San Francisco, CA

Claire Bonham-Carter, LEED AP BD+C, Sustainable Development Advisor

Claire Bonham-Carter has extensive experience working on sustainable design and planning projects for a range of private and public sector clients including local, regional and national government, both at a strategic and implementation level. She has a particular experience in energy efficiency and use of low carbon and renewable energy sources at a master planning level. She has worked on sustainability frameworks for

plans ranging in scale from downtown areas in San Francisco and New Orleans, to large new communities in Saskatoon, Canada; Sao Paulo, Brazil and Tianjin, China. She is currently on the Renewable Energy Task Force for the City of San Francisco to advise on how the City will achieve its zero carbon electricity goal for the entire City by 2020. While working out of the UK, she was a member of the Department of Trade and Industry advisory committee on microgeneration. Ms. Bonham-Carter received an MA (Hons) in Natural Sciences from Cambridge University and an Advanced Certificate in Marketing from Guildhall, London, UK.

Relevant experience includes:

- Metropolitan Transportation Commission, Bay Conservation and Development Commission, and CalTrans, Adapting to Rising Tides Risk Assessment Pilot Program, San Francisco Bay Area
- Climate Action Plans for Mountain View and Union City, CA
- Seattle Climate Action Plan, Buildings and Energy Sector, WA
- Seattle New Buildings Energy Efficiency Policy Development, WA

David Reel, CEQA Task Lead

David Reel brings a wealth of experience with managing the design, planning, and environmental analysis of communities, recreational settings, military, urban and high-tech science facilities, institutions, transportation facilities and airports. His credentials as a project manager include crucial experience working with local, state, and federal agencies. The majority of his projects over the past 23 years have included extensive public outreach programs involving controversial issues. He received a Master of Urban Planning, Master of Architecture, and a BS in Architecture from the School of Architecture and Urban Planning at the University of Wisconsin-Milwaukee.

Mr. Reel's portfolio includes the following CEQA/NEPA projects:

- San Francisco Veteran Affairs Medical Center Institutional Master Plan EIS, CA
- The 34th America's Cup, Planning, Design and Environmental Services, San Francisco, CA
- Department of Veterans Affairs, Replacement of Outpatient Clinic and New NCA Cemetery Complex, Alameda, California.
- Yerba Buena Island Ramps EIR/EIS, San Francisco, CA
- CPMC Campuses Seismic Compliance, Hospital Replacement & Campus Renovation Program EIR, San Francisco, CA
- Moffett Field Base Closure/Transition to NASA, Moffett Field
- Moffett Airfield Comprehensive Use Plan and Environmental Assessment, Moffett Field
- NASA Ames Research Center CALF Aerodynamics Environmental Assessment, Moffett Field
- NASA Ames Research Center National Wind Tunnel Complex
- NASA Ames Research Center Master Plan, Moffett Field

- NASA Ames Research Center Existing Conditions Study, Crows Landing
- Historic Survey of NASA Ames Research Center, Moffett Field

Francine Dunn, Lead CEQA Planner

Francine Dunn prepares and manages environmental studies to satisfy CEQA and NEPA requirements. She has managed many CEQA and NEPA compliance documents for a variety of sectors, including land use/development (residential, commercial, industrial, recreational, public service, education, general and specific plans), linear, flood control, energy, natural resources, military training and military base reuse, remediation, and transportation projects. Her multidisciplinary projects and programs ranged from \$100,000 to \$28 million in value. In addition to numerous development environmental impact reports (EIRs), Ms. Dunn has managed dozens of NEPA compliance documents for the US Army Corps of Engineers (USACE), Sacramento District; US Departments of the Army and Air Force; California State Military Department; various military installations; US Bureau of Land Management; and US Forest Service. Ms. Dunn also developed the CEQA and permitting strategies for Williams Communications, AT&T, and USACE's California network projects. Ms. Dunn holds a BA in Environmental Studies from California State University, Sacramento.

Ms. Dunn has overseen environmental document preparation for a number of base and community planning projects, including:

- US Army Corps of Engineers, Sacramento District, Transfer of Operations from the Presidio of Monterey to the Presidio of Monterey Annex Designated on the Former Fort Ord Military Reservation EA/FONSI, Monterey County
- US Army Corps of Engineers, Sacramento District, Former Fort Ord Army Military Reservation, Disposal and Reuse EIS and Related Studies, Monterey County
- US Army Corps of Engineers, Sacramento District, Presidio of Monterey Flora and Fauna Baseline Study, Monterey County
- Sports Car Racing Association of the Monterey Peninsula, Laguna Seca Raceway Turn 11 Environmental Assessment, Monterey County
- McClellan Air Force Base/Watt Avenue Redevelopment EIR, Sacramento County
- Sacramento County, McClellan Air Force Base Final Reuse Plan Draft SEIR, Sacramento County, California
- McClellan Air Force Base, Disposal and Reuse EIS/EIR and Base Realignment and Closure Act Document Support, Sacramento County
- US Army Corps of Engineers, Sacramento District, Beale Air Force Base, Transfer of Operations EA/FONSI, Yuba County
- US Army Corps of Engineers, Sacramento District, Hamilton Army Airfield, GSA Parcel II, and Reuse EA/FONSI, Marin County

Petra Unger, Biology/Botany Task Lead

Petra Unger is a senior project manager who specializes in the preparation of resource management plans. Ms. Unger is experienced in all aspects of project management and the oversight of multidisciplinary project teams. She is experienced in stakeholder

outreach and in working with technical advisory groups. As a botany practice leader, she has extensive experience in conducting botanical surveys; rare, threatened, and endangered species studies; habitat assessments; wetland delineations; permitting; and mitigation monitoring. She is thoroughly familiar with state, federal and local laws and regulations pertaining to the preservation of natural resources and endangered species. She is experienced in CEQA and NEPA compliance and environmental permitting for projects throughout northern and central California and Nevada. Ms. Unger received an MS in Botany with minors in Soil Science and Zoology from Georg-August University, Goettingen, Germany.

Ms. Unger has provided biology and botany studies in the Monterey County area, including:

- Fort Ord Closure and Reuse Botany Studies, Monterey
- Mission Trails Park Rare Plant Surveys, Carmel
- Salinas Valley Water Project EIR/EIS, Monterey County
- Watsonville General Plan Update, Watsonville
- Royal Oaks Subdivision Project EIR, Monterey County
- Presidio of Monterey Flora and Fauna Baseline Study, Monterey
- Carmel River Lagoon Reach 2 Enhancement Project, Monterey County
- Fort Hunter Liggett Botanical Surveys, Monterey County
- Camp Roberts Biological Surveys, Monterey and San Luis Obispo Counties
- UC Santa Cruz Expansion Project, Santa Cruz
- City of Half Moon Bay General Plan Update, Half Moon Bay

Susan Lassell, Cultural Resources Lead

Susan Lassell has over eighteen years experience as an historic preservation planner. Based in San Francisco, Ms. Lassell provides historic preservation and environmental compliance expertise to clients throughout the western United States, with responsibility for all aspects of project management, client relations, quality control, team integration and staff supervision. She has conducted a wide variety of historic preservation projects, including built environment survey and evaluation reports, cultural resources management plans, HABS/HAER documentation, master plans for historic sites, interpretive materials and programs, and development and delivery of environmental education courses. Ms. Lassell has been recognized for her ability to smoothly coordinate highly complex environmental compliance issues, including NEPA, Section 106, and CEQA. Ms. Lassell has a track record of producing deliverables that receive very few substantive comments during review, due in large part to her commitment to proactive communication with her clients and her ability to facilitate dialog between project proponents and the review agencies. Through a combination of experience and her master's degree in historic preservation planning from Cornell University, Ms. Lassell meets the Secretary of the Interior's professional qualification standards for preservation planning, architectural history, and history. In addition to her master's, Ms. Lassell holds a BS in Environmental Design from the University of California, Davis.

Ms. Lassell's historic preservation and cultural resources experience includes:

- San Francisco Veterans Administration Medical Center, Institutional Master Plan EIS, San Francisco
- NASA Ames Research Center Strategic Planning Services, Moffett Field
- San Francisco Veterans Administration Medical Center, Building 24 Sleep Lab Section 106 Compliance, San Francisco
- San Francisco Veterans Administration Medical Center, Section 110 Baseline Documentation, San Francisco
- Veteran Affairs Outpatient Clinic, Office Building, and Cemetary at Former Naval Air Station Alameda EA and Section 106
- US Air Force, Edwards Air Force Base, Cultural Resources Investigations, Los Angeles and Kern Counties
- California Army National Guard, Integrated Cultural Resource Management Plan
- California Army National Guard, Camp Roberts Building Evaluation, San Luis Obispo County
- California Army National Guard, Statewide Armories Survey

Mark Bowen, Architectural Historian

Mark Bowen is an Architectural Historian specializing in cultural resource management and litigation support. He is a cultural resources specialist and has been project manager on a wide variety of infrastructure, government facilities, and development projects. Mr. Bowen has provided research, conducted cultural resources surveys, authored technical reports, and written sections of CEQA/NEPA documents pertaining to cultural resources. He assists clients in compliance with Section 106 of the National Historic Preservation Act, consults regularly with the California State Historic Preservation Office, and develops mitigation for impacts to historic resources.

- Denise Duffy and Associates, Flanders Mansion, Monterey County
- US Navy, Naval Facility Centerville Beach Archaeological Work Plan, Humboldt County
- US Marine Corps, Miramar Chapel Evaluation, San Diego County
- NAVFAC, Historic Context—Inventory and Evaluation of Buildings and Structures at Hunters Point Shipyard, San Francisco County
- USACE Sacramento District, Department of Defense Thematic Study of Military Installations in California
- NAVFAC, Inventory and Evaluation of Historic Buildings and Structures at Treasure Island, San Francisco County
- NAVFAC, HPIR and Draft National Register Nomination for NAS Alameda, Alameda and San Francisco Counties
- USACE Sacramento District, California Military Thematic Study, Statewide
- Naval Marine Corps Reserve Center, Inventory and Evaluation of Historic Resources, Los Angeles County
- Far Western Anthropological Research Group and Naval Facilities Engineering Command, Naval Air Weapons Stations China Lake and Point Mugu Inventory and Evaluation of Cold War-era Buildings, Kern and Ventura Counties

- California National Guard, Los Alamitos Archive and Artifact Preservation Program, Orange County
- Tetra Tech and US Air Force, Edwards Air Force Base Research, Homestead Studies, and Evaluations, Kern and San Bernardino Counties

Jesse Martinez, Archaeologist

Jesse Martinez has 14 years of experience as an archaeologist. He has extensive experience in the prehistory of California and the Great Basin having worked in the Mojave Desert, eastern California, northern California, San Francisco Bay area, the western Sierras, and the Central Valley. Mr. Martinez has also worked in Idaho and Montana. His experience in prehistoric, protohistoric, and historic archaeology includes archaeological surveying, extensive archaeological excavation, laboratory management, artifact analysis, and field crew supervision. He is an experienced writer, having co-authored and contributed to numerous resources management reports for CEQA, Section 106, and NEPA compliance. Mr. Martinez completed his master's degree in anthropology with an emphasis in archaeology from California State University, Sacramento.

- VAMC Palo Alto Section 106 Studies and CA-SCL-585 Site Evaluation, Department of Veterans Affairs, Palo Alto, CA
- VAMC Menlo Park Extended Phase I Investigations for Section 106, Department of Veterans Affairs, Menlo Park, CA
- Austin Road Business Park and Residential Community Project, City of Manteca, CA
- Quackenbush Range Survey and Excavation, Marine Corps Air Ground Combat Center, Twentynine Palms, CA
- Gays Pass Excavation, Marine Corps Air Ground Combat Center, Twentynine Palms, CA
- Emerson Lake Excavation, Marine Corps Air Ground Combat Center, Twentynine Palms, CA
- Lavic Lake and Blacktop Excavation, Marine Corps Air Ground Combat Center, Twentynine Palms, CA
- Noble Pass Collection, Marine Corps Air Ground Combat Center, Twentynine Palms, CA
- Rosamond Lake Excavation, Edwards Air Force Base, Rosamond, CA

Debbie Kern, Market Study and Financing Lead, Keyser Marston Associates

Debbie Kern is a Senior Principal in Keyser Marston Associates' San Francisco office. She has over 25 years of experience in real estate consulting and specializes in the reuse of former military bases, municipal service financing plans, and affordable housing.

Ms. Kern has been instrumental in developing reuse plans that meet the communities' objectives, negotiating the transfer of military bases to municipalities, selecting private developer partners, structuring real-world financing plans, and successfully implementing new development. Major military base conversion assignments that included preparing reuse plans and financing plans are as follows:

- Hamilton Army Airfield
- Fort Ord
- Oakland Army Base
- Alameda Point

Ms. Kern is a regular speaker at California Redevelopment Association conferences and seminars. Ms. Kern holds a master's degree in economics from Columbia University and a bachelor's degree in economics from the University of California at Berkeley. She is a member of the Phi Beta Kappa honor society.

Frederik J. Venter, PE, Traffic and Transportation Lead, RBF

Frederik Venter has many years of extensive experience as a transportation planner, civil engineer and traffic engineer. He is currently registered as a Professional Civil Engineer in California and has been involved in several major transportation and traffic engineering studies in the USA. These include strategic and detailed land use and transportation planning and traffic engineering studies. He also has extensive experience in the development of transportation infrastructure needs for the long term based on future development of the areas, as well as development impact studies.

He prepared General Plan Circulation Elements for the Cities throughout California. Mr. Venter's experience includes traffic impact studies, parking studies, special event studies, trail studies, ITS planning studies, traffic signal coordination studies, Transportation Master Plan Studies, and Traffic Impact Fee studies. Mr. Venter has also managed transportation planning survey studies, including comprehensive origin/destination surveys and parking survey demand, mitigation proposal, pedestrian and bike facility planning and concept design. Mr Venter received his M. Engineering in Urban Engineering, B. Eng. In Civil Engineering, and a B. Honors Eng. in Transportation Engineering from the University of Pretoria, Pretoria, South Africa.

His relevant experience includes:

- Atkinson Lane Residential Subdivision TIA (Watsonville, CA)
- Boronda Meadows TIA (Monterey County, CA)
- Samoske TIA (Monterey County, CA)
- Wald, Ruhnke, Dost Fremont Blvd. TIA (Seaside, CA)
- Imjin Parkway TIA (Marina, CA)
- Monterey Circulation Element (Monterey, CA)
- Greenfield Circulation Element (Greenfield, CA)
- Capitola Parking Guidance System (Capitola, CA)
- Salinas Valley Memorial Healthcare Parking Management (Salinas, CA)

Paul Findley, PE, Utilities and Infrastructure Lead, RBF

Paul Findley has many years of experience in planning and design of municipal and industrial water, wastewater, and reclaimed water systems. He has prepared water quality and treatment studies; water, wastewater, and water reclamation master plans,

201 facility plans, industrial waste management studies, water treatment pre-design and design reports, value engineering studies, and wastewater treatment plant evaluations. His design experience includes wastewater and water pumping stations, river water intake facilities, water and wastewater treatment plants, water reclamation facilities, and water and wastewater utility systems for industrial plants. Mr. Findley holds an MS in Sanitary Engineering from the University of California, Berkeley, and a BS in Environmental Engineering from Purdue University.

Relevant experience includes:

- Monterey Bay Regional Desalination Project (Monterey, CA)
- Coastal Water Project (Monterey County, CA)
- West Basin Municipal Water District Ocean Water Desalination Planning and Site Assessment Study (Carson, CA)
- Santa Maria Wastewater Treatment Plant (Ramona, CA)
- Wastewater Recycling Facility Project (Santa Paula, CA)
- Montara Water and Sanitation District Brackish Water Desalination Feasibility Study (Montara, CA)

Eileen Goodwin, Community Outreach Lead, Apex Strategies

Ms. Goodwin has over twenty-five years of leadership experience in building consensus and in completing complex projects involving numerous parties on time and within budget. As Executive Director of the Santa Clara County Traffic Authority, Ms. Goodwin successfully delivered the \$1.2 billion Measure A Highway Improvement Program including building 18 miles of new Highway 85 and widening Highways 101 and 237.

Since completing the mission of the Traffic Authority, Ms. Goodwin has been Principal of Apex Strategies, counseling and assisting public agencies and private parties in favorably positioning their projects and programs with the community and the media. Strategic Plans, Expenditure Plans, program management for sales tax programs are specific areas of expertise. Community outreach for county-wide services, transportation projects and land use issues are her specialty. She is recognized state-wide and nationally as an expert and innovator in the field of community participation, strategic planning and sales tax programs. Her 29 years of professional experience include political campaign management, marketing, and organization and government management. Ms. Goodwin received a Certificate in Finance from the University of California, Santa Cruz, an MS in Political Communication from the University of Chicago, and a BA, Double Major with Honors from Claremont Men's College.

Level of Time Commitment to the Fort Ord Base Reuse Plan Reassessment

Allen Folks	25%
Adena Friedman	50%
Nick Haskell	15%
David Reel	30%
Francine Dunn	40%
Susan Lassell	30%
Mark Bowen	30%
Jesse Martinez	30%
Larry Singer	10%
Claire Bonham-Carter	10%
Bill Wiseman, RBF	30%
Frederik Venter, RBF	30%
Paul Findley, RBF	30%
Debbie Kern, Keyser Marston	50%
Eileen Goodwin, Apex Strategies	50%



Planning for Success.

March 9, 2012

Mr. Dave Potter, Chair
Fort Ord Reuse Authority Board of Directors
920 2nd Avenue, Suite A
Marina, CA 93933

Re: Fort Ord Base Reuse Plan Reassessment Statement of Qualifications

Dear Dave:

Thank you to you and to the other Board members for considering EMC Planning Group for preparation of the Base Reuse Plan reassessment. Our team is comprised almost entirely of local firms with personnel who live and work here in the Monterey Bay region. All of our team members have recent experience at Fort Ord, and several have extensive experience with other military base reuse projects. Community outreach is an extremely important part of this effort. Our public relations consultant's understanding of the issues of importance to the local community is unsurpassed and is critical to development a highly strategic and effective outreach program. The Board has been provided with a copy of the qualifications package we submitted earlier; I am attaching some additional team information to this letter for the Board's consideration.

The reassessment must be completed within nine months. Without a team that is intimately familiar with the Base Reuse Plan vision, history, current status, and implications of the reassessment process and outcomes, it will be challenging to meet this timeframe. Our team possesses the local knowledge of and experience with Fort Ord that makes this timeframe achievable, as we have the ability to hit the ground running. Nearly all of our team members are based within a few minutes of the FORA offices, and we can respond quickly when needed. Our team is prepared to finalize a scope of work, tailored to the needs of FORA as directed by staff, beginning this coming Monday morning. We can be up and running on this project before the end of next week.

EMC PLANNING GROUP INC.
A LAND USE PLANNING & DESIGN FIRM

301 Lighthouse Avenue Suite C Monterey California 93940 Tel 831-649-1799 Fax 831-649-8399
www.emcplanning.com

*Dave Potter, Chair
Fort Ord Reuse Authority Board of Directors
March 9, 2012, Page 2*

Our approach is to prepare mapping and assemble data on the progress of base reuse to date; consider changes to the regional setting, including economic and environmental conditions; obtain input through a community outreach program, and then present the Board with options for completion of the reassessment. We believe this approach will provide an objective means of developing fresh and creative ideas. The reassessment is a tool that has its roots in the Sierra Club settlement, which was incorporated as Chapter 8 of the Master Resolution. We don't envision the reassessment as a re-writing of the Base Reuse Plan so much as an investigative document that would provide guidance on potential changes to the Base Reuse Plan. As such, the level of environmental review is yet to be determined, but it is likely that environmental review would be required only if and when changes were made to the Base Reuse Plan.

EMC Planning Group drove the Base Reuse Plan to completion 15 years ago. We are now ready to take on the next step, to assist FORA with the reassessment of the Base Reuse Plan. The Fort Ord Reuse Authority Act and the Base Reuse Plan espouse a vision for the reuse of the former Fort Ord that fosters economic growth in the Monterey Bay region. The FORA Board can contribute to realization of that vision by selecting the local team to complete the Base Reuse Plan reassessment.

Thank you again for your consideration of the EMC Planning Group team for completion of this work. Our team provides the knowledgeable local perspective and expertise that will provide FORA with the very best possible results.

Sincerely,



Michael Groves, AICP
Senior Principal

EPS Selected Base Reuse Projects Summary

El Toro Marine Corps Air Station

Fitzsimons Army Medical Center (Colorado)

Hunters Point Naval Shipyard, San Francisco

Lowry Air Force Base (Colorado - multiple projects)

Mare Island Naval Shipyard

Mather Air Force Base (multiple projects)

McClellan Air Force Base (multiple projects)

Naval Air Station Alameda (multiple projects)

Oakland Army Base

Orlando Naval Training Center (Florida)

Treasure Island (multiple projects)

ARCADIS Selected Base Reuse Projects Summary

Aquidneck Island Naval Facilities (Rhode Island)

El Toro Marine Corps Air Station

Hunters Point Naval Shipyard

March Air Force Base

Mare Island Naval Shipyard

Moffat Air Field

Naval Air Station Alameda

Naval Air Station South Weymouth (Massachusetts)

Oak Knoll Naval Hospital

Oakland Army Base

Onizuka Air Station

Point Molate Naval Fuel Depot

Rough and Ready Island Naval Supply Depot

Sierra Army Depot

Treasure Island

Tustin Marine Corps Air Station

MEMORANDUM

To: Interested Parties

From: David Zehnder, Managing Principal, Economic & Planning Systems (EPS)

Subject: Fort Ord Base Reuse Plan Reassessment – Extended Qualifications

Date: February 23, 2012

The Economics of Land Use



In the interest of providing a broader picture of the Economic & Planning Systems, Inc. (EPS) practice than was possible within the Basewide Reassessment project qualifications, I have attached additional information regarding a cross-section of clients and projects that we've advised over the years. This supplemental information highlights the commitment that EPS has displayed to facilitating well-informed policy choices among our diverse clientele. In particular, it is important to me that my personal and corporate commitment to economic, environmental, and societal sustainability is well understood.

Indeed, one of EPS's core beliefs is that our work shall be "beneficial"; that is, contributing to well-informed and technically-supported economic and land use policy that recognizes the need for balanced and disciplined approaches to development, particularly where sensitive population groups and habitat are potentially affected.

Our work on behalf of the Fort Ord Reuse Authority is no exception. In this capacity, I have presented a balanced approach that seeks to protect jurisdictions from undue financial and other risks, while evaluating key economic indicators and advising as to the effectiveness of potential policy options.

Our ability to deliver these services stems from our commitment to understanding the opportunities and risks accruing to both public- and private-sector clients. EPS, with a clientele base evenly divided between the public and private sectors, has leveraged that experience to provide valuable insight regarding the economic imperatives confronting sometimes diverse interests.

Since our inception in 1983, our practice has embraced the notion of "sustainability". Our contributions to understanding changing market

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and feasibility dynamics, facilitating quality public-private development, and protecting public jurisdictions through fiscal and capital funding analyses are augmented by a strong and sustained commitment to “public goods”, such as critical habitat protection, affordable housing, transit-oriented development, and environmental justice.

I hope that the attached information helps to provide a more comprehensive view of EPS and our project experience, as related to the important job of ensuring long-term economic, environmental, and societal sustainability on Fort Ord.

ECONOMIC & PLANNING SYSTEMS

EXTENDED QUALIFICATIONS

Environment

Boulder Climate Action Plan (CAP) SmartRegs Economic Analysis

Boulder, Colorado

The City of Boulder adopted a Climate Action Plan (CAP) to reduce greenhouse gas (GHG) emission by 23 percent by 2012. As part of achieving the objectives of the plan, the City is undergoing an update to its Housing and Rental License Code to incorporate energy efficiency requirements, referred to as SmartRegs. The proposed SmartRegs would require rental property owners to make capital improvements necessary to achieve an identified energy efficiency score over an eight-year period (two license renewal cycles).

EPS was engaged by the City to evaluate the specific economic impact of SmartRegs on residential rental property. EPS performed an economic analysis on the potential impact on real estate value resulting from the implementation of SmartRegs and the associated capital costs anticipated to be incurred by property owners. This analysis included a direct capitalization method as well as a discounted cash flow method to estimate value. The analysis also included the overall net impact on value, should tenant utility savings (resulting from the increased energy efficiency) be captured as a rental premium.

Santa Barbara County Climate Action Strategy

Santa Barbara, California

As a first step in developing its Climate Action Strategy, Santa Barbara County was seeking to forecast and compare Greenhouse Gas (GHG) emissions under various land use and regulatory scenarios. EPS teamed with transportation and environmental consultants to prepare a GHG emissions inventory for a "Base Year" (2007) and two "Forecast Years" (2020 and 2035), focusing on emissions from unincorporated areas.

EPS's primary role was to allocate regional growth forecasts produced by the Santa Barbara County Association of Governments (SBCAG) to the GHG inventory area, producing Recession-adjusted estimates of population, housing, and employment. This work required extensive collaboration with GIS and demographic modelers working for SBCAG, the County planning department, and consultant team. EPS developed methods for using newly available American Community Survey and Longitudinal Employer-Household Dynamics (LEHD) data to perform the essential separation of job and housing forecasts between inventory and excluded areas, at the transportation analysis zone (TAZ) level. LEHD and other detailed employment data were also applied by EPS to convert SBCAG's 5 employment clusters to 20 detailed employment types suitable for emission modeling. The growth allocation required that EPS exclude land under the jurisdiction of the federal government (Los Padres National Forest and Vandenberg Air Force Base), University of California Santa Barbara (UCSB), and Native American landholdings (Chumash Casino).

SRRRI Green Building Cost Benefit Analysis

Sacramento, California

The Sacramento Area Commerce and Trade Organization (SACTO) desired review of the construction and operational costs and potential benefits for Gold Leadership in Energy and Environmental Design (LEED)-certified buildings when compared to standard office buildings. As a result, SACTO contracted EPS to prepare an analysis to estimate the cost savings over time resulting from LEED construction and building operation.

EPS prepared both a qualitative and quantitative cost-benefit analysis of LEED construction. The qualitative analysis included a peer review of current reports, studies, and literature to identify benefits of Gold LEED-certified development such as energy, water, waste, and health and productivity benefits. Next, EPS prepared a cash flow analysis to evaluate the marginal cost of LEED construction and the marginal benefits over a 30-year holding period of a Gold LEED 400,000-square-foot office building. To provide a range of benefits, EPS conducted a sensitivity analysis to evaluate a range of both marginal costs and specific LEED benefits.

EPS found that Gold LEED benefits outweighed the marginal cost for the proposed building. Using two evaluation metrics, net present value of benefit and payback period, EPS found the overall savings of LEED construction ranged from \$11 million to \$16 million. In addition, the marginal costs of LEED construction would likely be recovered in 2.5 to 3.5 years.

Community / Housing

California State Railroad Technology Museum Technical Support

Sacramento, California

California State Parks was evaluating a variety of funding options to be used to pay for construction of the California Railroad Technology Museum (Museum), located in the Sacramento Railyards project. Museum construction consisted of rehabilitation and construction of the Boiler Shop and Erecting Shop, totaling about 280,000 square feet. Funding for Museum exhibits also was needed.

EPS prepared an evaluation of possible funding sources and strategies. Next, EPS used a cash flow analysis to identify short-term cash flow requirements and proposed funding scenarios to ensure adequate funding. The evaluation used multiple funding sources, including Revenue Anticipation Notes (RANs), based on the EB-5 Immigrant Visa Investment Program; revenue bonds, based on existing museum gate revenues; funding from various state propositions; historical credits; and a capital fundraising campaign. The result was a series of potential funding strategies that fully funded the desired Museum expansion.

San Francisco Jewish Museum Negotiations

San Francisco, California

EPS assisted the San Francisco Jewish Museum in its negotiations with the San Francisco Redevelopment Agency (SFRA) over expansion of the Museum's planned space. The Museum was preparing to rehabilitate and occupy a historic building at the Yerba Buena Center, and sought to increase its facilities by expanding into an adjacent building previously planned for restaurant uses. EPS evaluated the potential value of the alternative restaurant use, as requested by the SFRA, to facilitate lease negotiations between the Museum and the SFRA. The museum and its expansion was successfully completed and is in operation.

Denver ULI Form Based Zoning Cost Feasibility

ULI/Enterprise Workforce Housing Committee

Denver, Colorado

EPS played a key role in the Colorado District Council of the Urban Land Institute (ULI Colorado) and Enterprise Workforce Housing Committee, which evaluated the City of Denver's Inclusionary Housing Ordinance (IHO) within the context of the City's proposed form-based zoning. The Committee's objective was to identify ways the City could increase the inventory of workforce housing units by making the IHO more effective. The Committee's efforts were placed in an evaluation of prototypical developments under the proposed form-based zoning code, and a pro forma model and architectural renderings were developed to understand the economic and architectural performance of each scenario.

EPS constructed a pro forma model to test the economic performance of multiple prototypes under the proposed form-based zoning code. EPS identified the return available to developers under different scenarios and provided direction to the rest of the ULI committee regarding ways to structure the zoning code to provide sufficient return based on market input. The findings of this analysis demonstrated the need for an increased density bonus to incentivize the construction of workforce units while enabling a developer to achieve a level of financial return only possible if the IHO did not apply. This formed the basis of the Committee's recommendations to the City of Denver Community Planning and Development Department to increase the IHO's density bonus, which has been the subject of ongoing public meetings and is under consideration for adoption.

Aurora Neighborhood Stabilization Program 2 (NSP2) Technical Assistance

Aurora, Colorado

EPS was retained by the City of Aurora to research, structure, write, and submit the NSP2 grant request to HUD. As the lead agency completing the grant request, EPS evaluated a wide range of issues. These included community needs related to foreclosures, vacant structures, housing market conditions, household income, unemployment, wages and other factors affecting supply and demand. EPS also evaluated the City's capacity to administer the grant and documented capacity related to real estate acquisitions, rehab construction, marketing, sales, home buyer training, and programs to address Spanish speaking residents, management of wait lists, and ways to address competing buyers.

Based on an evaluation of market trends, EPS identified average purchase prices and recommended target sales price points, based on micro-market household income and competitive sales trends. EPS also address program elements such as resale restrictions, down payment assistance programs and participation, and ways to integrate the NSP2 opportunities with existing City programs. A key element in the research was sustainability. EPS identified ways the City could make its NSP2 activities more sustainable, with a specified focus on transit and green construction methods.

EPS presented the research to senior City staff members to develop goals for the program. EPS provided an iterative series of meetings with staff to present increasingly complex research, solicit feed back, and refine the goals and develop the grant application. Building on the research and the City priorities, EPS completed all required elements of the grant application and provided a basis for the \$14.1 million request.

Environmental Justice Analysis for Florin and Meadowview
Sacramento, California

Sacramento Regional Transit (Sac RT) owns significant land holdings at two Sac RT stations and has plans to develop the surplus areas of those properties as mixed use projects featuring significant housing plus retail and commercial space. The Florin and Meadowview transit stations are located in racially and ethnically diverse neighborhoods with economic challenges.

Sac RT retained EPS to perform a market study for the transit-oriented development (TOD) concepts. EPS found that substantial household growth could be expected in the coming decades, and the Sac RT properties are well positioned to meet some of the demand given their proximity to transit, as well as general accessibility to commercial services and the regional transportation network. There would be significant demand for modestly priced housing, and the financing available for affordable housing could actually enhance the financial feasibility of development compared to market-rate housing in these locations. EPS's study also concluded that the areas could accommodate a modest amount of locally-serving retail and office uses, but discouraged the pursuit of regional entertainment and retail attractions or major office development at these locations due to the proximity of strong existing and planned competition.

Santa Barbara Affordable Housing Program
Santa Barbara, California

In the midst of rapidly escalating housing costs, the City of Santa Barbara experienced a housing crisis along with many other California cities. As a relatively wealthy municipality, Santa Barbara had several programs in place to address the need of very low- and low-income families, but housing remained unaffordable to many moderate- and above moderate-income households. The City sought assistance in developing an affordable housing fee program that better addressed the needs of these middle-income families. EPS was retained by the City to prepare a comprehensive study of affordable housing needs, and to create a two-tiered fee structure to fund future affordable housing development.

To estimate existing and future need for affordable housing in Santa Barbara, EPS examined employment growth, commuting patterns, and other economic and demographic changes in the region. This information was used to estimate the amount of funding that would be needed to bridge the gap between market housing costs and the ability of families at different income levels to pay for housing. Using the housing needs assessment as a basis, EPS developed an inclusionary housing fee program that requires residential developers to make a certain percentage of all new housing units developed affordable to moderate- and above moderate-income households. EPS also designed a jobs-housing linkage fee, again based on the housing needs assessment. The jobs-housing linkage fee established the connection between nonresidential development in the City and increased demand for affordable housing, and set a fee based on nonresidential development's "fair share" of affordable housing costs.

Sonoma County Workforce Housing Program

Sonoma County, California

The Bay Area housing market has become increasingly expensive in recent years, with median home prices rising nearly 100 percent over five years in some areas. Rapid employment growth coupled with limited land supply have led to this situation. In Sonoma County, home prices have increased significantly and, for new workers in the County's expanding employment base, finding housing that is affordable has become increasingly difficult.

A coalition of the nine cities in the County and the County government commissioned EPS to conduct a study of the nexus between employment and housing, and to propose a countywide approach to the affordable-housing shortage. This study has involved an evaluation of the employment and commuting patterns trends in Sonoma County, the income distribution among future jobs in the County, the costs to build and to acquire market rate and affordable housing, and the various programs currently in place to address housing affordability issues. EPS established the relationship between employment growth and housing prices, and recommended an impact fee that assigns some of the financial costs of developing affordable housing back to the employers whose expansion contributes to housing demand.

Stapleton Development Foundation Affordable Housing Analysis

Denver, Colorado

The Stapleton Foundation was established to address affordable housing and other sustainability issues within the Stapleton community which were under development by Forest City Development. The Foundation evaluated a number of alternative programs for its affordable housing role.

EPS was hired by the Stapleton Foundation to evaluate affordable housing options for increasing the amount of affordable housing within the Stapleton project. Forest City committed to provide 20 percent affordable housing at the 60, 80, 100, and 120 percent of average median income range. EPS provided an economic and financial analysis of a land trust approach to providing additional for-sale housing in the 60 to 80 percent of AMI range. The analysis considered alternatives for writing down the cost of a percentage of

proposed market rate housing priced below \$200,000, which would allow for a dispersal of affordable housing throughout much of the project. The analysis considered alternative financing strategies including a proposed real estate transfer tax for land write-downs and for ensuring permanent affordability.

Boulder Inclusionary Zoning Ordinance Financial Analysis

Boulder, Colorado

The City of Boulder adopted an Inclusionary Zoning Ordinance (IZO) to encourage the development of affordable housing units in the community. The Housing and Human Services (HHS) department hired EPS to evaluate the effect of the Cash-In-Lieu (CIL) payment and a proposed Affordable Housing Density bonus in the Transit Village Area (TVA) on project feasibility. This project led to a larger review of the IZO and CIL payment amounts.

EPS prepared a review of several communities with IZO programs to develop a series of alternative IZO and CIL payment structures. EPS designed five hypothetical development scenarios that ranged in size, density, and location. A pro forma for each scenario was created for analyzing the current and alternative IZO and CIL payment structures. The results of the analysis were used by City Council to evaluate the best direction for new policy and adjustments to the existing IZO.

Sustainability / Open Space

The Nature Conservancy North Coast Resources Analysis

San Luis Obispo County, California

The Nature Conservancy (TNC) was considering entering into negotiations to purchase conservation easements on an expanse of land on the central coast of California. TNC was interested in evaluating the site's environmental resources relative to the likely cost of purchasing development rights. Such an analysis would allow them to prioritize this land area relative to other potential acquisitions.

EPS was hired as part of a multidisciplinary team to evaluate a variety of issues in the study area including (1) available data on environmental resources, (2) existing land use policy, and (3) development potential and market values of land. EPS conducted a survey of land values of similar types of land, both locally and throughout California, considered the financial feasibility of development in selected areas, and evaluated the cost of conservation easements relative to fee title purchase. After this initial effort, EPS developed a flexible residual land value model to estimate land values under different regulatory and market scenarios. TNC also retained EPS to conduct a seminar on "land valuation techniques, trends and challenges" for attorneys in their San Francisco office.

UC Merced Habitat Mitigation

Merced, California

The planned development of the tenth University of California campus in the Central Valley represents an important addition to the educational infrastructure of the Valley, the

fastest growing region in California. The construction of such a significant public works project along with associated campus development represents a number of planning challenges. One of these concerns was the cost of mitigating for potential loss of vernal pool habitat.

EPS developed a mitigation cost model based on its prior Habitat Conservation Plan models. This model, developed in conjunction with EIP Associates, was based on estimates of "take", expected mitigation ratio requirements, and land costs estimates. These cost estimates formed one component of the total infrastructure cost estimates for campus and community development, and permitted a financial feasibility evaluation of alternative UC campus and community sites and configurations.

Marin County Parks and Open Space Finance Plan

Marin County, California

The Marin County Parks and Open Space Strategic Plan provides for the improvement and growth of the County's park and open space system. Although the plan would yield a wide range of public recreational, environmental, and economic benefits, the program required substantial investment exceeding \$200 million, in addition to increased maintenance and program costs. EPS prepared a Finance Plan to comprehensively address all aspects of the funding necessary for the Department of Parks and Open Space to achieve its strategic plan vision. The Finance Plan encompasses four components. First, a database summary of the Strategic Plan's Capital Improvement Plan (CIP) lists all projects including proposed park improvements, open space stewardship projects, and open space land acquisitions, along with phasing, priorities and funding options. In addition, the plan contains an estimate of ongoing maintenance and operations costs to support existing operational needs and provide for increased resources associated with proposed new capital projects, stewardship projects and land acquisitions. The third component is a finance strategy that considers funding requirements over a 20-year period for the CIP and maintenance and operations, and finally, the Finance Plan contains a summary of sources from which to obtain the funds required to implement the Strategic Plan.

Yolo County Habitat Mitigation Fee Update

Yolo County, California

Yolo County contracted with EPS to update the Swainson's Hawk Interim Mitigation Fee. Periodic fee updates are required because of changes in rural land values that vary along with fluctuations in agricultural market conditions and development pressures, as well as the increased availability of information on the operating and maintenance costs of mitigation programs.

EPS used data on recent land sale transactions in Yolo County, available studies of the costs of managing and operating preservation programs in other locations, and input from Yolo County Joint Powers Authority (JPA) staff, the Yolo Land Trust, and local experts to inform its fee evaluation. A set of preliminary fee estimates was presented to the Yolo County JPA Board in November 2005 and its input and direction were incorporated.

Downtown Berkeley Street and Open Space Improvement Plan
Berkeley, California

The implementation of Downtown Berkeley's Streets and Open Space Improvement Plan (SOSIP) improvements will enhance the pedestrian and ecological environment of Downtown Berkeley; improve access by all transportation modes; support restaurants, retail, and Downtown Berkeley's other cultural amenities; enhance the area's economic vitality; and potentially strengthen Berkeley's fiscal health by increasing property values, attracting private investment, and expanding retail sales. EPS and cost-estimating subconsultants were hired by the City of Berkeley to prepare capital and ongoing cost estimates and a financing strategy to guide planning efforts and implementation of the SOSIP improvements.

The significant costs associated with the amenity-rich SOSIP improvements would be challenging to fund given limited funding available to the City. EPS worked with City staff and the City Manager to craft a funding strategy and developed an illustrative scenario to fund the first phase of improvements. Funding sources included a blend of development impact fees, parking revenues, and grants.

Fresno Bicycle Master Plan
Bicycle, Pedestrian, and Trails Master Plan
Fresno, California

The Bicycle, Pedestrian, and Trails Master Plan (BMP) was intended to guide and influence bikeway policies, programs, and development standards to make bicycling in the City of Fresno more safe, comfortable, convenient, and enjoyable for all bicyclists. The ultimate goal of this effort was to increase the number of persons in the City of Fresno who bicycle for transportation to work, school, and errands, or for recreation. The BMP was developed to complement the Public Facilities Element of the 2025 Fresno General Plan, which included goals and policies to accommodate all modes of transportation through a balanced system of streets, highways, rail systems, public transportation, and airports.

As a subconsultant to Fehr & Peers, EPS identified a listing of federal, state, regional, local, and project-generated funding sources that may have been available to finance the cost of short-term, mid-term, and long-term infrastructure improvements. EPS also estimated the total funding available for infrastructure improvements over the next 20 years. Finally, EPS provided recommendations to the City of Fresno to assist in funding desired improvements identified in the BMP.

EPS FORA Reassessment Economic Approach

The economic analysis of the Fort Ord Base Reuse Plan (BRP) Review and Reassessment must recognize the complex inter-relationships surrounding the development and maintenance of Fort Ord. Not only must the type, amount, location, timing, and mix of development be validated and adjusted as needed, but the ability to sustain effective base reuse oversight, meet habitat maintenance obligations, provide affordable housing, and to build and maintain regional infrastructure is critical to sustaining positive momentum in the reuse of Fort Ord, the quality of open space and sensitive habitat, the continued remediation and monitoring of UXO areas, and the growth and diversity of the Monterey regional economy, for which Fort Ord is an important engine.

As such, the market analysis task, as interpreted by EPS and the EMC Planning Group team, involves the following key tasks and considerations:

1. Character of Development. The world has changed since the Fort Ord Base Reuse Plan was completed in 1997. Future development prototypes are likely to be greener, more affordable, and more oriented toward multi-modal transportation options than their predecessors. At the same time, considerable investment has been made to “set the bones” of redevelopment, guiding regional transportation system planning, massive clean-up efforts, and habitat maintenance strategies. An evaluation of development prospects should involve the following considerations:
 - a. Development Typologies. In the residential development world, emphasis will be placed on ensuring that buyers can qualify for homes and cover ongoing expenses. Energy-saving features and green technology are critical from the standpoint of design, orientation, location, and relation to other uses. Proximity to transit will become more important, as will the internal jobs housing match (as opposed to “balance”) on Fort Ord as efforts are made to reduce vehicle miles traveled (VMT) per the tenets of SB 375. Retail prototypes must take account of the global economic “reset” as well as specific industry trends and activity in the region. Export-oriented services and jobs will be critical to growing and diversifying the local economy. Resorts must take account of changing consumer preferences, calibrated to reflect the realities of water limitations and other specific constraints present on Fort Ord and the Monterey region.
 - b. Modeling Framework. The type and mix of the development program, at buildout, is critical to the overall balance of development and habitat on Fort Ord. In addition, the timing of development is a driver of revenue available to fund capital investment and operations. The model developed by EPS presently in use on behalf of FORA is fully calibrated to test the effects of changes in value, cost, and timing of development. Using this modeling framework, multiple development scenarios can be tested to develop baseline findings guiding strategies for ensuring the sustainability of the reuse effort.
 - c. Development Feasibility. To ensure timely buildout of major uses programmed for Fort Ord, a variety of feasibility tools will be engaged. For example, static pro formas will

reflect findings of specific market tasks and facilitate the evaluation of specific uses; a cost-burden analysis is another tool, successfully utilized on past FOR A projects, to ensure that the special taxes and assessments do not exceed the internal funding capacity of key projects.

2. **Inter-related Financing and Other Elements.** Homes built on Fort Ord not only need to meet consumer preferences, but they must generate adequate market values allowing developers to achieve minimum required profits while paying FOR A one-time CFD “fees” at rates sufficient to offset a myriad of infrastructure, open space, and redevelopment challenges. The 6,160 authorized dwelling units and related commercial development projects on Fort Ord are critical to meeting these goals and challenges, and it is critical to have a deep understanding of the consequences (intended and otherwise) of any proposed development program modifications. As part of EPS’ ongoing efforts on behalf of FORA, these inter-related elements have been “mapped” and are well-understood.
3. **Changes in Redevelopment Finance.** EPS is on the front lines of the changing world of redevelopment. In the case of FORA, current efforts are being made on FORA’s behalf to thoroughly understand the nature of “enforceable obligations” in the form of continued tax increment receipts that may be payable from individual jurisdictions to FORA. Leveraging our deep understanding of the topic and how the dynamics play out at Fort Ord, we can test various scenarios relating to the amount and timing of any such payments. This may become particularly important in terms of ensuring the feasibility of specific reuse concepts (e.g., affordable housing, projects generating major economic upside, etc.) identified in the market analysis phase, while providing important coverage for other obligations, including the cost of FORA’s operations.
4. **Multi-disciplinary economic and planning analysis.** Based on the outcome of the market and economic work, any recommended reuse concepts that depart from the current planning approach will be filtered through an opportunities and constraints matrix incorporating the following elements:
 - a. Market acceptability – prospects for development over the next 20 years, with emphasis on the next 5 to 10 years.
 - b. Overall mix of development – at buildout is a balance of uses achieved that contributes to sustainable environment (economic , habitat, and social)?
 - c. Ability to fund critical basewide capital improvements and operations.
 - d. Fiscal benefits allowing jurisdictions to meet public safety and other societal requirements
 - e. Financially feasible – will projects be pursued by the private sector?
 - f. Contributes to a politically acceptable outcome, ensuring a balanced approach that controls development risk to public and private parties.
 - g. Ensures sustainable oversight of base reuse process by FORA or successor agency.



Denise Duffy & Associates, Inc.

PLANNING AND ENVIRONMENTAL CONSULTING

MEMORANDUM

Date: February 28, 2012
To: Members of the Fort Ord Reuse Authority Board of Directors
From: Denise Duffy, Principal, DD&A
Subject: Fort Ord Base Reuse Plan Reassessment – Supplemental Qualifications

Thank you for this opportunity to provide additional information regarding the qualifications of Denise Duffy & Associates, Inc. (DD&A) for consideration by the Fort Ord Reuse Authority (FORA) Board for the Fort Ord Base Reassessment Plan. DD&A, as a local planning and environmental consulting firm with almost 30 years of experience, provides environmental and planning support services to a broad base of clients, with particular experience in Monterey County and the former Fort Ord area. We are extremely proud of our reputation in the environmental field and our staff's strong science-based credentials, experience, and professionalism.

We appreciate this opportunity to provide supplemental information that further demonstrates our qualifications in providing environmental consultation services on the locally-based EMC Planning Group team. Although many are locally familiar with our work, the format of the qualification package did not allow for an extended background on DD&A qualifications and relevant project experience. In particular, DD&A offers an array of environmental services and has a complete Natural Resources Division, staffed with experienced biologists who have evaluated the biological resources on the former Fort Ord for over 16 years. DD&A biologists are extremely familiar with the biological resources within the former Fort Ord, as well as the local, State, and Federal laws regulating these resources. In addition, DD&A has worked on a variety of water and infrastructure projects within the area and has the most knowledgeable staff for the understanding of the complex water regulatory environment in our area.

From FORA and its member agencies to a variety of conservation and non-profit organizations, DD&A's client base is a testament to our objectivity and ability to successfully complete projects in accordance with local, State, and Federal regulations. DD&A has provided environmental services to a broad range of clientele, including the California Department of Parks and Recreation, Big Sur Land

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Trust, California Coastal Conservancy, Monterey Peninsula Regional Parks District, U.S. Army Corps of Engineers, and U.S. Fish and Wildlife Service.

The following attachments to this memo provide supplemental qualifications in addition to those identified in the SOQ, with an emphasis on CEQA-related work involving biologically sensitive resources and public sector projects. In addition, DD&A has included excerpts from letters of recommendation, as well as a partial client list. Again, we appreciate this opportunity to provide additional information documenting DD&A's extensive qualifications and local expertise.

Thank you for your consideration.



Denise Duffy & Associates, Inc.
Supplemental Qualifications

**Carmel River Floodplain Restoration and Environmental Enhancement
Project IS/MND**

DD&A is contracted with the Big Sur Land Trust to prepare an Initial Study/Mitigated Negative Declaration in compliance with CEQA for the project. The project consists of historic floodplain that has been isolated via levees for at least 90 years and farmed. The 140-acre project is located adjacent to the Carmel River State Beach and Lagoon. The project will restore historic coastal wetlands and riparian habitat on existing agricultural land, provide additional habitat to the lower Carmel River ecosystem, and create an approximate 40-acre agricultural preserve to achieve the goal of preserving the agricultural heritage of the Project area in a manner that is compatible with adjacent habitat. The key issues include habitat creation for the federally listed California red-legged frog, and complex hydro-engineering issues associated with removing the levees and reconnecting the project area with the recently restored Carmel Lagoon, thereby creating additional habitat resources for the federally listed steelhead. *Client: Big Sur Land Trust*

California Coastal Conservancy Victorine Ranch Restoration Project

DD&A was contracted by the California State Coastal Conservancy to create and implement a Restoration and Replanting Plan for the Victorine Ranch, an approximately 460-acre property located on coastal uplands east of Highway 1, within the Craven-Nation parcels, across from the Otter Cove subdivision. The road repair project consisted of replacing a 120-linear foot portion of the existing access road that was washed out in the 1997-98 winter storms events. Prior to construction, the washed out area either lacked vegetation or was dominated by non-native species. DD&A created a Restoration and Replanting Plan that included mitigation for the loss of maritime chaparral, wetland, and riparian habitat, as well as individual Hooker's manzanita, a CNPS List 1B plant species, and seacliff buckwheat, the host plant for the federally listed Smith's blue butterfly. The Restoration and Replanting Plan also included a monitoring program, adaptive management, reporting requirements, and outlined the success criteria for the restoration effort. In 2007, DD&A collected seed and plant material from native vegetation surrounding the project site, which was then contract grown in a local greenhouse. Installation of the plants took place in early 2008 during the rainy season and the first monitoring event occurred at the end of the 2008 summer. DD&A continued to monitor the restoration for a five years and the project met the success criteria outlined in the Restoration and Replanting Plan. *Client: California State Coastal Conservancy*

Triple M Ranch Wetland Restoration Project

DD&A recently completed work with the Agriculture and Land Based Training Association (ALBA) on a 40-acre wetland restoration project located in the Elkhorn Slough watershed in northern Monterey County, California. The project is located on the 195-acre Triple M Ranch, which supports a mixture of natural areas, such as wetland and riparian habitat, and agricultural practices, such as row crops and chicken ranching. Historically farmed wetlands exist over a large part of the project site and ALBA wished to restore these areas in order to improve water quality on the site, connect the Carneros Creek to its historic floodplain, provide flood storage, and improve/provide breeding and upland habitat for three listed amphibian species: California red-legged frog, California tiger salamander, and Santa Cruz long-toed salamander. In 2008, DD&A conducted a wetland delineation on the project site and produced a Biological Assessment for use in the Section 7 consultation process between ACOE and the Service. DD&A also prepared the application package for the County of Monterey's entitlement process and provided permitting services, including applications for Clean Water Act Section 404 (ACOE) and Section 401 (RWQCB) permits, a 1602 Streambed Alteration Agreement (DFG), and a Safe Harbors Agreement for California state listed species (DFG). *Client: Agriculture and Land Based Training Association*

SPCA for Monterey County Renovation Project

DD&A provided planning and environmental services to the SPCA of Monterey County in connection with the renovation and expansion of the existing facility. The SPCA Renovation Project received unanimous Monterey County Planning Commission Approval in December 2007. DD&A was responsible for managing the entitlements process, as well as technical sub-consultants and the preparation of associated reports. DD&A staff continues to provide on-going condition compliance services in connection with project construction, including biological monitoring services, agency coordination, and similar services. *Client: SPCA of Monterey County*

Andrew Molera State Park Pedestrian Bridge: Protocol Level Wildlife Studies and Surveys, Regulatory Permitting, and Biological Monitoring

DD&A coordinated the acquisition of the regulatory permits and wildlife studies and surveys necessary for the construction of a pedestrian bridge over the Big Sur River in Andrew Molera State Park. The permits for this project included a 1601 Stream Bed Alteration Permit, Clean Water Act Section 401/404 permits, and were in accordance with the Local Coastal Plan. DD&A provided consultation with the National Marine Fisheries Service and U.S. Fish and Wildlife Service for steelhead, red legged frog, and listed riparian bird species in accordance with the Endangered Species Act. This effort was successfully fast-tracked to meet project timelines. *Client: State of California, Department of Parks and Recreation*

Laguna Seca Recreation Area California Tiger Salamander Protocol-Level Surveys

DD&A was contracted by Monterey County Parks to initiate California tiger salamander (CTS) protocol-level surveys (aquatic sampling) throughout the Laguna Seca Recreation Area (LSRA). The project initially addressed three aquatic resources, but based on a DD&A evaluation of additional water bodies, the project expanded to include multiple sedimentation and/or drainage basins throughout the LSRA. DD&A sampled seven aquatic resources within the LSRA and one water body located immediately adjacent to Laguna Seca within the former Fort Ord. Upon completion of the surveys, DD&A prepared a CTS Protocol-level Survey Report for USFWS, and all corresponding data was reported to the California Natural Diversity Database. DD&A worked closely with Monterey County Parks personnel and the regional representative for the Ventura office of USFWS. *Client: Monterey County Parks*

Marina Station Specific Plan EIR

On behalf of the City of Marina, DD&A prepared the EIR for the Marina Station Specific Plan, which set forth development of a mixed-use community on a 320-acre site in north Marina. The Specific Plan proposed a neo-traditional development consisting of 1,360 residential units of varying types, 60,000 square feet of commercial/retail uses, 143,800 square feet of office uses, 651,600 square feet of industrial uses, eight acres of park land, and reservation of an area for a future transit station. The Specific Plan established three mixed-use "village centers" to provide shopping and services to support proposed residential and commercial development. One of the primary objectives of the Specific Plan was to integrate uses and provide pedestrian/bicycle routes to reduce traffic and traffic-related impacts. The primary issues considered in the EIR were associated with development on an undeveloped site, intensification of uses, land use compatibility with adjacent neighborhoods, traffic, noise, provision of public services, biological resources, and visual effects. DD&A coordinated closely with the City, project applicant, LandWatch, and Sierra Club to agree on the mitigation approach for impacts to biological resources. *Client: City of Marina*

Coyote Parkway Lakes Wetland Design Project

In accordance with the 2001 Stream Maintenance Plan, the Santa Clara Valley Water District (SCVWD) was required to mitigate impacts associated with the District's stream maintenance and flood protection projects. DD&A was contracted by the SCVWD to prepare a Preliminary Environmental Assessment to evaluate the potential environmental impacts of the creation of a freshwater wetland in order to meet the CEQA and regulatory requirements for implementation of the Plan. The project consisted of the creation of approximately seven acres of freshwater wetland mitigation habitat to support local wetland-related plants and wildlife in an area currently supporting non-native annual grassland habitat. The project also proposed permanent structures, including an inlet, outlet, fish screen, maintenance access road, and small boat ramp or maintenance access ramp. In addition, DD&A was

contracted to assist the SCVWD with the seasonal wetland vegetation planning design for the Coyote Parkway Lakes Freshwater Wetland Project. The vegetation goal was to support predominantly native wetland vegetation in the seasonal wetland area, with a minimum of management and maintenance required after construction and installation of the project. DD&A evaluated the proposed project site's suitability for potential seasonal wetland vegetation; made recommendations for changes in proposed species; provided guidance on plant collection, growth and installation; and made recommendations for changes in proposed site design or operation for vegetation purposes. *Client: Santa Clara Valley Water District*

Carmel Hill and River Class I Bicycle Trail Project EIR

DD&A prepared the EIR for a Class I bicycle trail that runs through Hatton Canyon and south to Rio Road in Carmel, CA. The proposed project includes a 12-foot wide, 1.7-mile, paved bicycle trail, a pedestrian undercrossing of Carmel Valley Road, and storm water drainage features. The primary issues considered in the EIR include biological resources, traffic, noise, geotechnical and geological hazards, hydrology, air quality, and cultural resources. DD&A also produced the biological documentation for the project, completing a rare plant survey, wetland delineation, and a Biological Assessment in accordance with Caltrans standards, which included evaluation of potential impacts to the federally listed California red-legged frog and Smith's blue butterfly. Additionally, DD&A produced a Biological Mitigation and Monitoring Plan, which included a planting plan for impacted trees, wetland and riparian habitats, and Smith's blue butterfly habitat. DD&A was also contracted to complete the permitting for this project, which includes a California DFG 1602 Streambed Alteration Agreement, ACOE Section 404 Permit, and a RWQCB Section 401 Permit. *Client: Transportation Agency for Monterey County*

Hartnell Gulch Pedestrian Path Biological Services

The Hartnell Gulch Pedestrian Path Project is located in the City of Monterey, California, and involves the construction of a paved pedestrian pathway between Hartnell Street and the "Trader Joes" parking lot within a natural area called Hartnell Gulch. DD&A provided a comprehensive analysis of existing biological resources on the project site, including a wetland assessment and the potential project impacts associated with project activities. DD&A prepared a biological assessment report which included avoidance and minimization measures to protect native trees, nesting birds, and waters of the U.S. DD&A provided appropriate recommendations for revegetation and erosion control and guidance in regard to potential regulatory agency requirements. DD&A also provided construction-phase monitoring for federally listed steelhead and California red-legged frog. *Client: City of Monterey*

Habitat Restoration Plan Site 39 Inland Ranges Former Fort Ord

DD&A prepared the Habitat Restoration Plan Site 39 Inland Ranges Former Fort Ord, California (Habitat Restoration Plan) in support of the Shaw Environmental, Inc. Total Environmental Restoration Contract with the Army Corps of Engineers. The Habitat Restoration Plan includes mitigation for approximately 50 acres of sensitive

maritime chaparral likely to be impacted as a result of contaminated soil remediation activities, the largest restoration of maritime chaparral yet attempted. The Habitat Restoration Plan provides specific methodologies for the assessment of pre-remediation habitat conditions, protocols for both active and passive restoration, monitoring and reporting protocols, success criteria, and adaptive management, in addition to providing an implementation process that addresses each potentially impacted range individually.

DD&A organized and analyzed a large number of distinct data sources in order to adequately define existing conditions and appropriately define achievable success criteria for the project. DD&A worked closely in an iterative process with multiple resource and responsible agencies in the preparation of the Habitat Restoration Plan including the ACOE, BLM, Service, and DFG to achieve agency goals and requirements. *Client: Shaw Environmental and U.S. Army Corps of Engineers*

Faunal Baseline Aquatic Sampling Studies for California Tiger Salamander and California Fairy Shrimp

Faunal baseline aquatic sampling studies were conducted in 2007 and 2009 by DD&A to determine the presence/absence of the federally Threatened California tiger salamander (CTS) and invertebrates, including the California fairy shrimp, a federal species of special concern, at several locations within the former Fort Ord. These studies provided faunal baseline data for the inland ranges where soil remediation is likely to be performed in the near future, and could possibly have biological impacts on protected wetland species or habitat. The monitoring study was consistent with the "Wetland Monitoring and Restoration Plan for Munitions and Contaminated Soil Remedial Activities at Former Fort Ord" (Corps, 2006). Methods for invertebrate sampling included using dip nets to sample representative portions of each water body to determine presence/absence of California fairy shrimp and collecting samples for branchiopod abundance counts. Methods for CTS sampling followed guidelines provided in the "Interim guidance on site assessment and field surveys for determining presence or a negative finding of the California tiger salamander" developed by the Service and DFG in 2003. DD&A biologists hold federal Recovery and state Collection Permits to handle multiple federally listed, locally-occurring amphibian species including the California tiger salamander and California red-legged frog, and is currently authorized by the Service to identify fairy and tadpole shrimp. *Client: Shaw Environmental and U.S. Army Corps of Engineers*

OU-1 Remediation Actions, Fort Ord Natural Reserve Plant Monitoring

HydroGeoLogic, Inc. (HGL) is executing a groundwater remediation project at Operable Unit (OU)-1 at the former Fort Ord U.S. Army Base located in Monterey County, California. The components of the remediation project include wells, pipelines, infiltration trenches, and treatment facilities. A key factor affecting the design and implementation of the groundwater cleanup is the fact the groundwater plume lies beneath a part of the University of California Natural Reserve System (UCNRS) designated as the Fort Ord Natural Reserve (FONR). The FONR area potentially impacted by the construction of OU-1 remediation facilities is

approximately 130 acres. Therefore, the project has the additional constraint that activities undertaken to achieve the OU-1 cleanup adequately protect and maintain the special-status species found within the FONR, specifically two federally listed plant species, Monterey spineflower and sand gilia. The remediation project was designed to avoid, mitigate, or minimize environmental impacts in the OU-1 area. To that end, the locations, extent, and populations of sand gilia and Monterey spineflower that are present in the footprint of proposed construction activities were identified through a rare plant survey conducted at specified sites. DD&A has been contracted with HGL since 2006 to inventory the existing plant species in the areas of proposed or potential new construction in order to support habitat management decisions during and after operation of the groundwater remediation project. *Client: HydroGeoLogic, Inc. and U.S. Army Corps of Engineers*

Clean Energy Solar Power System for Monterey Regional Water Pollution Control Agency's Recycled Water Facility

DD&A prepared an Initial Study/Mitigated Negative Declaration and provided on-call environmental services and biological monitoring activities for the Clean Energy Solar Power System Project located at the Monterey Regional Water Pollution Control Agency's recycled water facility. SolarCity Corporation (SolarCity), in partnership with First Solar Incorporated, proposed to install a 1.116 MW (DC) solar power system for the Monterey Regional Water Pollution Control Agency (MRWPCA). The system's photovoltaic panel array field is located on 5.9 acres of MRWPCA property in the jurisdiction of Monterey County. MRWPCA will utilize the electricity for operation of the recycled water facility. The solar array field will transmit electricity to MRWPCA's existing facilities through an estimated 700 foot long transmission line encased in concrete in a conduit bank from the field's solar inverters to an interconnection point to be located primarily within existing paved-areas of the project site. MRWPCA and SolarCity negotiated a 20-year Power Purchasing Agreement (PPA) for the purchase of electricity generated from the solar power array field to MRWPCA. The Initial Study analyzed the potential environmental impacts of the project, including the PPA and construction, implementation, and operation of the solar power system project. *Client: SolarCity Corporation*

Monterey Bay Sanctuary Scenic Trail Master Plan

TAMC selected DD&A to provide lead environmental, GIS, and graphics services for preliminary studies on extending the Monterey Bay Scenic trail through Monterey County. DD&A worked with a local engineering firm to supply the preliminary assessment for the Trail Master Plan. DD&A produced an Environmental Constraint Analysis, Existing Conditions, and Alternative Segment maps for the Transportation Association of Monterey County. All maps were created using GIS and contained relevant spatial information for future use by the client. Several new GIS layers have been created during this project and existing layers were utilized to fully analyze any environmental constraints that could require additional consideration and/or planning for the completion of the project. *Client: Transportation Agency for Monterey County*

Excerpts from Recommendation Letters for DD&A

Over the years, DD&A has addressed a range of environmental topics and projects, working with agencies and clients across broad disciplines. Our balanced approach has earned DD&A a reputation for providing thorough, credible, and objective analyses. Here are some excerpts from client recommendation letters from previous projects:

"Now that the Point Lobos Project has been successfully concluded, I want to thank you for the excellent work your team did on this project in preparing environmental documentation and procurement of permits for the project that connected the Point Lobos State Reserve in Carmel, California to the District's wastewater collection system. As you know, Point Lobos is a world famous natural reserve. Work in that area is subject to very high levels of scrutiny from many environmental organizations. The project consisted of installation of sewage pump stations and miles of sanitary sewer force mains through this area. DD&A's professionalism and local knowledge were instrumental in bringing the Project to fruition within the prescribed schedule. Your commitment to the Project and attention to detail resulted in the timely preparation of the required documentation and procurement of necessary approvals.

This District has worked with your firm over the years on other projects such as the Pebble Beach Wastewater Reclamation Project and currently the Highlands Sewer Project, both environmentally sensitive projects. I have also had the opportunity to work with you on the Marina Coast Water District Regional Urban Water Augmentation Project. Your staff has always acted in a very professional manner. We have enjoyed working with you and your staff, and expect our excellent relationship to continue in the future."

Ray von Dohren, Carmel Area Wastewater District

"I have had the opportunity to work with Denise Duffy & Associates, Inc. for more than eight years on a range of projects on the Monterey Peninsula. I have found them to be professional, timely and thorough, scientifically objective and cost competitive. I also appreciate the respect they enjoy from the local, state and federal resource agencies with which I have worked."

Jim Sulentich, Monterey Regional Parks District

"Civic leaders, professional planners and community interest groups recognize their achievements."

Robert Guidi, U.S. Army, Presidio of Monterey, CA

"The staff at DD&A is very responsive, technically astute, and knowledgeable of land use and environmental regulations locally and within the State of California. They are experienced and uniquely qualified for assisting local agencies within California with all phases of land use entitlement and compliance with the California Environmental Quality Act procedural and documentation requirements. DD&A provides exceptional customer service demonstrated by their responsiveness to clients and ability to efficiently apply local expertise to make strategic decisions for local agencies in the litigious climate of coastal California and beyond. Their Principal and Senior Project Managers are involved in all aspects of services provided, and are consistently willing and available to attend meetings, without large lead times, and to meet tight deadlines while always providing quality deliverables. They uphold the highest consideration for the public interest under existing laws and are continuously updating and sharing their expertise within California's professional environmental community."

Kathleen Ventimiglia, California State University, Monterey Bay

"Denise Duffy & Associates has maintained an excellent reputation as an independent customer-oriented planning and environmental consulting firm. The company continually demonstrates its ability to meet project goals and timelines, to provide thorough accurate and defensible environmental documents, and to deliver services in a responsive and cooperative manner."

Chip Rerig, AICP, City of Monterey

"Denise Duffy & Associates has built a strong reputation for delivering high quality products and for providing expert services. In my work with DD&A over the past 20 years, they successfully met or exceeded my expectations. The company is recognized throughout the area for institutional, technical and political knowledge and understanding, and for their ability to achieve solutions for difficult problems with consensus among interested parties."

I highly recommend Denise Duffy and Associates for planning and environmental consulting assignments."

Larry Seeman, President, The Larry Seeman Company

"DD&A has an exceptional level of ability to successfully address significant environmental issues and challenges and explain these to the public."

Ron Langford, City of Del Rey Oaks

"Denise Duffy & Associates, Inc. (DDA) has provided environmental consulting services to the Monterey County Public Works Department on a number of projects of various types, including road widening, bridge reconstruction, bicycle trails, and abandoning rights-of-way... DDA worked closely with and as a participating part of a large and complex multi-discipline project team which included the County Public Works Department, the County Department of Planning & Building Inspection, Caltrans District 5 engineering and environmental staff, the design engineering consultant, the construction management consultant, the construction contractor, and the community. DDA Staff also participated in a number of community meetings and public hearings before the County Planning Commission and Board of Supervisors.

Throughout the process of implementing this project, the caliber of DDA's technical work was thorough and complete, and at all times their staff was knowledgeable and professional, earning the respect of professional peers, elected officials, and members of the community."

G.H. Nichols, P.E. , County of Monterey

Partial List of DD&A Public Clients

Army Corps of Engineers
Aromas Water District
Association of Monterey Bay Area Government
California State University Monterey Bay
California Coastal Conservancy
California State Parks City of Capitola
Carmel Area Wastewater District
City of Carmel by the Sea
City of Del Rey Oaks
City of Gilroy
City of Half Moon Bay
City of Hollister
City of Marina
City of Menlo Park
City of Monterey
City of Morgan Hill
City of Pacific Grove
City of Portola
City of Reno
City of San Jose
City of San Jose Parks Recreation and Neighborhood Services
City of San Jose Public Works
City of San Mateo
City of Seaside
City of Soledad
City of Watsonville
County of Contra Costa
County of Monterey
County of San Benito
County of Santa Cruz
Fort Ord Reuse Authority
Marina Coast Water District
Monterey Peninsula Water Management
Monterey Peninsula Airport District
Monterey Peninsula College
Mill Valley School District
Resource Conservation District
San Benito County COG
San Benito County Public Works
Santa Clara County Planning
Santa Clara Valley Water District
Town of Mammoth Lakes



February 28, 2012

JN: 70-100422

FORA Board Members

RE: Fort Ord Base Reuse Plan Reassessment

Dear Chairman Potter and Honorable Board Members:

Based on our attendance at the FORA Board meeting on Wednesday, February 22, 2012, it was clear to our team members present that the Board would like additional information about the two firms that submitted qualifications on the proposed Fort Ord Base Reuse Plan Reassessment Project. It is our understanding that the Board also requested a comparison matrix of the two firms, to be brought back for their consideration at their March 9th Board meeting. Based on your request, and our prior submittal, we have provided the following to FORA Staff and to you for your consideration:

Summary of Team Qualifications

To ensure that the Board has a complete and accurate understanding of our Team, we have attached a matrix summary of the RBF/AECOM team qualifications to assist you with the relevant information that briefly and concisely describes our local presence, approach, experience, staffing, etc.

By way of additional background information, we assume that you will also be receiving a complete copy of our original Statement of Qualifications (SOQ).

Local Presences and Experience

In response to the Boards emphasis on local presence, we have restructured our RBF/AECOM partnership whereby RBF Consulting (with our office on Fort Ord and within the City of Marina) will be the contractual lead/prime consultant for the project. The composition of the team remains precisely the same, so this should dispel any misconceptions that the project will not be led by a consulting firm with a strong local presence. Ours was a conscious decision *not* to lead this effort (initially) as we believed that having a firm that has an extensive, nation-wide base-reuse portfolio and no existing contracts on the base would lend additional insight and neutrality to the process.

As noted in our Statement of Qualifications, RBF has been providing a wide variety of professional planning, environmental, and engineering services to both public and private clients throughout the Monterey Bay region for more than 15 years. We have been and are currently involved in a number of significant regional and Fort Ord-specific projects, which is a testament to our high-

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quality and impartial consulting services. We have also been very active in local chapter organizations (APA, AEP, ACEC, APWA, MCBC, various Chambers, etc.) and have contributed to many regional charitable organizations. We believe that all of this amply demonstrates our unbiased commitment to the local community in which we live and work.

Other members of the team, most notably Keyser Marston & Associates and Apex Strategies, also have extensive and long-standing work experience and relationships with numerous clients throughout the local area. This further demonstrates our commitment and understanding of the local issues and our ability to provide creative and lasting solutions for our Monterey Bay region clients. Critical to the success of this process is the quality and commitment to an inclusive and objective outreach process. We firmly believe that with the inclusion of our Apex Strategies team member (Eileen Goodwin as facilitator), that our approach will result in a level of objectivity, credibility and sensitivity that can unite, rather than ignite the public.

Base Reuse Plan Reassessment Approach

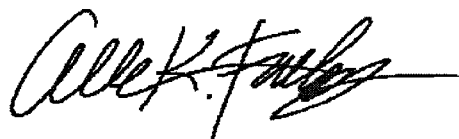
We also want to emphasize, as stated both in our Statement of Qualifications and during both of our interviews, that it is *NOT* our intent to reinvent nor substantially revise the existing BRP. Rather, we believe it would be more appropriate to "re-tune" the current BRP based on current and future market conditions, infrastructure capacity/absorption, currently entitled and planned projects, financial capability, etc. This would be undertaken in the context of a meaningful and productive community outreach program that takes a balanced perspective from a broad spectrum of diverse community and stakeholder interests.

If you have any questions or would like additional clarification as to the above, please do not hesitate to contact us.

Regards,



Laura Worthington Forbes
Senior Vice President
RBF Consulting



Allen K. Folks
Principal, Vice President
AECOM

Fort Ord Base Reuse Plan Reassessment SOQ
RBF Consulting / AECOM Team
Qualifications & Experience

Project Team

Prime Consultant

RBF Consulting, a Baker Company: **Base Reuse Planning, Community Outreach, Traffic, Infrastructure, and Local Planning Issues**

Subconsultants

AECOM: **Land Use Planning, Urban Design, Base Reuse Planning, CEQA Expertise**

Keyser Marston Associates (KMA), Inc.: **Market Study and Financing Strategies**

Apex Strategies: **Community Outreach and Facilitation**

Project Approach

- Focus on validation and updates to the original 1997 BRP, determining where adjustments are needed, and developing strategies for these adjustments and updates
- Review the current and projected development market for the region, with a particular emphasis on how the market has changed since the 1997 Fort Ord BRP was approved.
- Review projects that have not yet been approved or are in the planning stages, and assess if they are helping to achieve the vision and goals for the former Fort Ord.
- Develop a phasing strategy to ensure that infrastructure improvements and funding availability are linked with projected development.
- Develop a range of options for the BRP reassessment. All of the options for the BRP reassessment will be feasible, grounded in the reality of the market and regulatory conditions. We will assess each of the options, and determine how they each meet FORA's and the community's goals for the redevelopment of Fort Ord. We will present a range of options (likely 3) to the FORA Board. This will be an opportunity for the Board to select its preferred option, which will serve as a roadmap for the BRP reassessment.
- An essential part of our approach is an integrated community outreach strategy, designed to be engaging, meaningful, broad-based, and results oriented. At the outset of the project, we will prepare a Community Outreach Plan that will be tailored to FORA's specific



needs and strategic requirements. We offer a menu of possible community outreach components tailored to address issues and opportunities specific to Fort Ord and the surrounding Monterey Bay communities.

Community Outreach

Eileen Goodwin of Apex Strategies will provide FORA with a comprehensive and effective community outreach program; she provides local understanding and context, and has direct experience with the local and political conditions. Our community outreach approach (illustrated in the following graphic) consists of a toolkit of outreach options, paired with a community outreach plan established at the outset of the project.

The community outreach plan will include consistent and meaningful engagement throughout the process through interactive community workshops, stakeholder interviews and focus groups, a technical advisory committee, and overall direction from the FORA Administrative Committee and Board.

Fort Ord Experience

RBF Consulting

- Republication of the Fort Ord Base Reuse Plan & Final EIR, Fort Ord Reuse Authority
- California Avenue Extension Initial Study/EA, Fort Ord Reuse Authority
- General Jim Moore Boulevard and Eucalyptus Road Improvement Project Environmental Assessment/Initial Study, Fort Ord Reuse Authority
- East Garrison Specific Plan, Tentative Map and EIR Project, Monterey County
- The Dunes on Monterey Bay, City of Marina
- Monterey Downs and Horse Park, Phase 1, Monterey County
- MST / Whispering Oaks Business Park, Monterey County
- Eastside Parkway Traffic Analysis, Monterey County
- Imjin Parkway Traffic Signal Design, City of Marina
- Imjin / Highway 1 Project Study Report, City of Marina
- State Route 68 & Fort Ord Connector Road Project EIR/EA, City of Monterey
- Seaside Resort EIR, City of Seaside
- Water Distribution Master Plan, Marina Coast Water District
- Regional Urban Water Augmentation Project, Marina Coast Water District
- Ord Community Wastewater System Master Plan, Marina Coast Water District
- Seaside East Conceptual Master Plan, City of Seaside
- Fort Ord Storm Drainage Infrastructure Master Plan

AECOM Experience

- CSUMB – Landscape Master Plan, Dormitory Areas and Library
- Carmel Area State Parks- General Plan and EIR (Including Point Lobos)
- Presidio of Monterey (Including Fort Ord) - Energy and Water Master Plan

Keyser Marston Experience

- US Army Corps of Engineers – Conceptual Base Reuse Plan for Fort Ord (1994).
- Fort Ord Reuse Authority - Economic Development Conveyance Application (1997)
- County of Monterey – Proposed East Garrison, Monterey Downs, and Whispering Oaks Projects (Current)
- City of Marina – The Dunes, Cypress Knolls, Marina Airport Business Park (Current)

Base Reuse Plan Experience

RBF Consulting Experience

- Hamilton Army Airfield Community Reuse Plan (Novato, CA)
- Alameda Point Naval Air Station Reuse Plan (Alameda, CA)
- Bayview Master Plan & Environmental Assessment, Navy Family Housing (San Diego, CA)
- Boundary Exchange, El Toro MCAS (Orange County, CA)
- Camp Pendleton Airfield Topographic Survey (MCB Camp Pendleton, CA)
- Chollas Heights Housing Erosion, Security, and Pollution Control Measures (San Diego, CA)
- George Air Force Base (Southern California Logistics Airport) (Victorville, CA)
- Great Park Neighborhoods and Orange County Great Park (Former MCAS El Toro, CA)
- Hamilton Army Airfield Base Conversion Project (Novato, CA)
- Hazardous Material Survey and Abatement / Deconstruction Plan at Former Naval Training Center (San Diego, CA)
- Heritage Fields – The Park District (Orange County, CA)
- March Air Force Base Drainage Master Plan (March Air Force Base, CA)
- MCAS El Toro Boundary Exchange (Irvine, CA)
- Naval Training Center (Liberty Station) Redevelopment (San Diego, CA)
- Oleander Extension / Jurisdictional Delineation (March Joint Powers Authority)
- P-724 Regimental Artillery Maintenance Complex (RAMC) Design/Build (MCB Camp Pendleton, CA)
- Renovation of Bachelor Enlisted Quarters (MCAS Miramar, CA)
- Southern California Logistics Airport (Former George Air Force Base, Victorville, CA)
- Tustin Legacy, MCAS Tustin (Orange County, CA)

AECOM Experience

- Alameda Fleet Industrial Supply Center Redevelopment, Alameda, CA
- CLIENT: Alameda Reuse + Redevelopment Authority
- Redevelopment of a 150-acre waterfront site at the former Naval Supply Center Oakland.

Alameda Point Golf Course EIR

- CLIENT: City of Alameda Reuse and Redevelopment Agency
- EIR and design review for an 18-hole links-style golf course project, public open space, and a hotel/conference center on 215 acres at the former Naval Air Station on Alameda Point.

Baldwin Park, Orlando, FL

- CLIENT: Baldwin Park Development Company
- Master planning, design guidelines, landscape architecture for neighborhood parks +

environmentally sensitive resource parks as redevelopment of former Orlando Naval Training Center.

Bermuda Military Base Reuse Plan, Hamilton, Bermuda
 CLIENT: Government of Bermuda
 Planning + economic development strategy for reuse of former military bases.

Camp Evans Reuse Plan, Wall Township, NJ
 CLIENT: Township of Wall
 Site analysis, development of alternative reuse options, public presentations, agency coordination for reuse of 215-acre former military installation.

Castle AFB Preliminary Reuse Plan, Merced County, CA
 CLIENT: Castle Joint Powers Authority
 Comprehensive plan for reuse of 3,000-acre military base being decommissioned.

Centerville Beach Base Reuse Study, Humboldt County, CA
 CLIENT: Centerville Beach Base Reuse Commission
 Planning + market studies for reuse of former Navy oceanographic research station.

Central Island Initiative, Kent, England
 CLIENT: Thanet District Council + Kent County Council
 Development framework for proposed new centre of economic activity on land being disposed of at RAF Manston.

Chanute AFB Reuse Strategy + Land Use Plan, Rantoul, IL
 CLIENT: US Air Force - Chanute AFB
 Land use + base reuse plan for conversion of military facilities to civilian uses, including airport.

Defense Depot Ogden Redevelopment Plan, Ogden, UT
 CLIENT: Ogden Local Redevelopment Authority
 Master plan for civilian reuse of 1,100-acre US Army installation.

Driver Naval Radio Transmitting Facility Reuse Plan, Suffolk, VA
 CLIENT: City of Suffolk Planning Department
 Community reuse plan to convert 600-acre former military site into a park.

Fitzsimons Commons, Denver, CO
 CLIENT: Fitzsimons Redevelopment Authority
 Land planning + urban design for mixed-use complex being developed on former military medical center site.

Flint Hills Joint Land Use Study, Flint Hills Region, KS
 CLIENT: City of Junction City
 Land use compatibility study and encroachment reduction recommendations for Fort Riley tank training and gunnery range operations and surrounding communities.

Fort Baker Comprehensive Plan EIS, San Francisco, CA

CLIENT: US National Park Service - GGNRA
 Environmental impact statement for transfer of 335 acres at Fort Baker from the US Army to the National Park Service.

Fort Bonifacio Global City Landscape Master Plan, Metro Manila, Philippines
 CLIENT: Fort Bonifacio Development Corporation
 Planning + landscape design for civilian reuse of 440-hectare military base as high-density mixed-use development.

Fort Bonifacio Global City Superblocks, Metro Manila, Philippines
 CLIENT: Fort Bonifacio Development Corporation
 Open space framework and landscape design for two block mixed used development in central business zone.

Fort Devens Base Reuse Plan, Fort Devens, MA
 CLIENT: VHB
 Reuse planning and redevelopment strategies for 9,000-acre former military base.

Fort McClellan Comprehensive Reuse Plan, Anniston, AL
 CLIENT: Calhoun County Commission
 Comprehensive, market-driven plan for reuse of large military installation.

Fort Ord Reuse Plan + EIR, Monterey County, CA
 CLIENT: Fort Ord Reuse Authority
 Comprehensive reuse plan for 25,000-acre former US Army base.

Fort Ord Army Military Reservation, Disposal and Reuse EIS and Related Studies, Monterey County, CA
 CLIENT: US Army Corps of Engineers, Sacramento District
 Fort Ord disposal/reuse EIS and related studies under the Base Realignment and Closure Act

Fort Sheridan Reuse Plan, Fort Sheridan, IL
 CLIENT: US Army, Fort Sheridan
 Reuse plan for 700-acre historic military base on Chicago's north shore.

Fort Stewart Joint Land Use Study, Hinesville, GA
 CLIENT: Coastal Georgia Regional Development Center
 Land use compatibility study + encroachment reduction recommendations for the Fort Stewart tank training/gunnery range operations, Hunter Army Airfield + surrounding communities.

George AFB Reuse Concept Plan, San Bernardino, CA
 CLIENT: US Air Force - George AFB
 Concept plan for civilian reuse of a 5,340-acre US Air Force base.

Grand Lowry Lofts, Denver, CO
 CLIENT: National Properties, Inc.
 Design for 4-acre redevelopment of historic Air Force barracks building as new urban housing.

Hamilton Army Airfield, GSA Parcel II, and Reuse EA/FONSI, Marin County, CA
 CLIENT: US Army Corps of Engineers, Sacramento District
 EA/FONSI analyzing disposal of GSA Parcel II from the US Army to City of Novato and the site's reuse for retail and commercial use.

Hampton Roads Group of Communities, Fort Eustis and Story, VA
 CLIENT: JA Comes Community Development, Inc & GMH
 Master plans for the development of 1,400 housing units as part of the creation of new privatized housing on two U.S. Army bases.

Hampton Roads JUS Map Preparation, Chesapeake, VA
 CLIENT: Hampton Roads Planning District Commission
 Land use compatibility study, regional land use planning, and encroachment reduction recommendations for the Oceana Naval Air Station, Naval Auxiliary Landing Field Fentress, Naval Station Norfolk Chambers Field, and surrounding communities.

Hampton Roads Joint Land Use Study, Chesapeake, VA
 CLIENT: Hampton Roads Planning District Commission
 Land use compatibility study, regional land use planning, and encroachment reduction recommendations for the Oceana Naval Air Station, Naval Auxiliary Landing Field Fentress, Naval Station Norfolk Chambers Field, and surrounding communities.

Long Beach Naval Complex Adaptive Reuse, Long Beach, CA
 CLIENT: US Navy, NAVFAC Southwest
 Adaptive reuse planning for the 30-acre Roosevelt Historic District on former naval base.

Long Beach Naval Hospital Disposal + Reuse EIS/Public Meetings, Long Beach, CA
 CLIENT: US Navy, NAVFAC Southwest
 Environmental impact statement for disposal of the Naval Hospital and consequences of alternatives for reuse of the property.

Long Beach Naval Shipyard Disposal + Reuse EIS, Long Beach, CA
 CLIENT: US Navy, NAVFAC Southwest
 NEPA documentation, including environmental impact statement/report, for disposal + reuse of former military installation comprised of 500+ acres of real property, including the Roosevelt Historic District, and 602 acres of submerged lands.

Magnuson Park Master Plan Update @ Sand Point, Seattle, WA
 CLIENT: City of Seattle
 Master plan for 153-acre lakefront park on former military property.

Mare Island Futures Study, Vallejo, CA
 CLIENT: City of Vallejo
 Comprehensive planning for civilian reuse of 5,500-acre former US Navy shipyard.

Mare Island Area 5 Study, Solano County, CA
 CLIENT: City of Vallejo



Preparation of building demolition, parking and parcelization plans for the Heavy Industrial area.

Marine Corps Air Station Disposal + Reuse EIS, El Toro, CA
 CLIENT: US Navy, NAVFAC Southwest
 NEPA documentation, draft environmental impact statement, biological assessment, and cultural resource studies for disposal + reuse of 4,200-acre Marine Corps air station.

MCAS Tustin Disposal + Reuse EIS/EIR, Tustin, CA
 CLIENT: US Navy, NAVFAC Southwest
 NEPA/CEQA documentation + draft environmental impact statement/report for reuse of 1,600-acre Marine Corps air station.

McClellan Air Force Base, Disposal and Reuse EIS/EIR and Base Realignment and Closure Act Document Support, Sacramento County, CA
 CLIENT: Radian International
 Environmental compliance documents in support of disposal and reuse of McClellan AFB.

McClellan Air Force Base Reuse Plan and Microelectronics Area Specific Plan at McClellan Air Force Base, Sacramento County, CA
 CLIENT: County of Sacramento, Department of Military Base Conversion and McClellan Park LLC
 Planning for civilian reuse of 3,000-acre Air Force base and development of a Specific Plan for the microelectronics area at the southern end of the base as it transfers into civilian use.

McClellan Air Force Base Final Reuse Plan Draft SEIR, Sacramento County, CA
 CLIENT: Sacramento County
 Supplemental EIR in support of the final reuse plan and draft implementation plan for McClellan AFB following base closure.

McClellan Air Force Base/Watt Avenue Redevelopment EIR, Sacramento County, CA
 CLIENT: Gail Ervin Consulting
 EIR for McClellan AFB/Watt Avenue Redevelopment Plan, approval of which was required to obtain redevelopment funding for activities related to closure and reuse of McClellan AFB

Moffett Airfield Comprehensive Use Plan, Moffett Field, CA
 Plan to transfer Moffett Field to NASA

Moffett Airfield Comprehensive Use Plan Environmental Assessment, Moffett Field, CA
 Environmental assessment of the plan.

Moffett Field Base Closure/Transition to NASA, Moffett Field, CA
 Planning and implementation of Base Closure and Integration of the NASA take-over of Moffett Field property.

Moffett Field Master Plan, NASA/Ames Research Center, Sunnyvale, CA
 CLIENT: DMJM (now AECOM)
 Vision plan for 200 acres adjacent to existing NASA facilities respecting the historic layout of



the facility and its former military use.

Myrtle Beach AFB Community Recovery Plan, Myrtle Beach, SC
 CLIENT: Myrtle Beach Executive Committee
 Community Recovery Plan and Reuse Strategy for the 4,000-acre base property.

NAS Alameda Community Reuse Plan, Alameda, CA
 CLIENT: Alameda Reuse + Redevelopment Authority
 Plan for long-term conversion of 1,734-acre naval air station to civilian use.

NAS Alameda (Alameda Point) Reassessment of the Main Street Neighborhood
 CLIENT: Alameda Reuse + Redevelopment Authority
 Reassessment of a key neighborhood and includes a CEQA addendum to the original environmental document.

NAS South Weymouth Redevelopment, South Weymouth, MA
 CLIENT: Massachusetts Government Land Bank
 Base reuse plan for 1,400-acre former naval air station, focusing on maximum job development for local communities.

Naval Air Station Alameda Community Reuse Plan Amendment, Alameda County, CA
 CLIENT: City of Alameda Reuse and Redevelopment Authority
 Update of reuse plan that focused on a 42-acre site within the area.

Naval Air Warfare Center (Aircraft Division) Reuse Plan, Trenton, NJ
 CLIENT: Ewing Township Reuse Committee + Mercer County
 Planning services for land transfer + compliance with BRAC regulatory requirements.

Nea Makria Base Reuse Strategy, Greece
 CLIENT: Network Demilitarised
 Opportunities and constraints plan, plus two reuse scenarios, for former Navy base.

Neighborhood Masterplans: US Army Residential Communities Initiative, Nationwide
 CLIENT: Legacy Communities, GMH, and JA Jones
 Conceptual neighborhood masterplans for Forts Ord, Irwin, Belvoir, Leonard-Wood, Polk, Benning, Camp Parks, and Navy Mid-Atlantic, as part of the US Army's Residential Communities Initiative.

Oakland Army Base Reuse Plan, Oakland, CA
 CLIENT: Oakland Base Reuse Authority
 Reuse planning for a 422-acre former cargo + shipping terminal.

OEA Manual: Planning Civilian Reuse of Former Military Bases, Various Locations Worldwide
 CLIENT: US Department of Defense - Office of Economic Adjustment
 Preparation of supplement updating 1978 OEA manual on military base reuse planning.

Pease International Tradeport Development Plan Update, Portsmouth + Newington, NH

CLIENT: VHB
 Development plan for civilian reuse of 1,700-acre military installation.

Philadelphia Navy Yard Redevelopment, Philadelphia, PA
 CLIENT: Robert A.M. Stern Architects
 Redevelopment proposal for 600-acre Navy Yard on the Delaware River, including new mixed-use neighborhood + retention of significant naval operations.

Presidio Landscape Studies, San Francisco, CA
 CLIENT: US National Park Service - GGNRA
 Studies of the reuse potential of contemporary structures + landscapes at former military base.

Presidio NEPA Environmental Compliance Documents,
 San Francisco, CA
 CLIENT: US National Park Service - GGNRA
 Environmental assessments to support conversion of former military base to national park.

Transfer of Operations from the Presidio of Monterey to the Presidio of Monterey Annex Designated on the Former Fort Ord Military Reservation EA/FONSJ, Monterey County, CA
 CLIENT: US Army Corps of Engineers, Sacramento District EA/FONSJ to support transfer of operations from the Presidio of Monterey, located in downtown Monterey, to the newly designated remnant Army presence on the former Fort Ord.

Pueblo Depot Reuse Plan, Pueblo, CO
 CLIENT: Pueblo Depot Activity Reuse Commission
 Planning for civilian reuse of 22,850-acre US Army installation.

RAF Chicksands Planning + Development Brief, Bedfordshire, England
 CLIENT: MOD, Mid Bedfordshire District Council + Bedfordshire County Council
 Economic appraisal to assess the impact of base closure on the local economy and development of alternative reuse strategies.

RAF Kemble Feasibility Study, Wiltshire, England
 CLIENT: MOD + Wiltshire County Council
 Feasibility study to produce a selection of options for reuse of the 217-hectare facility previously used by the Army as an active military airfield.

Sakon Sea Test Base, Realignment + Closure, Imperial County, CA
 CLIENT: US Navy, NAVFAC Southwest
 Multi-year cultural resource compliance studies for proposed base closure.

Sand Point Design Guidelines, Seattle, WA
 CLIENT: City of Seattle
 Design guidelines for redevelopment of 343-acre former military site as a community park and other amenities.

Sand Point Historic + Archaeological Resources Protection Plan, Seattle, WA

CLIENT: US Navy, EFA Northwest
 Resource protection plan in preparation for planned closure of historic US Navy base.

Sand Point Realignment EIS, Seattle + Everett, WA
 CLIENT: US Navy, EFA Northwest
 Environmental Impact statement on proposed closure of 37-acre portion of US Navy installation.

Sand Point Redevelopment, Seattle, WA
 CLIENT: City of Seattle
 Design + rebuild of all major utility infrastructure systems as part of reuse planning for the former historic military base.

Thames Valley Defense Diversification Strategy, London, England
 CLIENT: Thames Valley Economic Partnership
 Strategy to diversify the local economy at these former military bases by helping high technology defense companies identify and adapt technologies for the benefit of the civilian sector.

Umatilla Army Depot Reuse Plan, Morrow + Umatilla Counties, OR
 CLIENT: State of Oregon
 Plan for civilian reuse of 20,000-acre former US Army installation.

Walter Reed Army Medical Center, Forest Glen Annex Reuse Study, Montgomery County, MD
 CLIENT: County of Montgomery
 Adaptive reuse plan for redevelopment of historic former military hospital (Walter Reed Annex).

Williams Air Force Base Reuse Plan, Mesa, AZ
 CLIENT: Williams Air Force Base Reuse Board
 Inventory and analysis of existing facilities/conditions for civilian reuse of 4,500-acre base.

Wonderful World of Oz, Johnson County, KS
 CLIENT: World of Oz
 Master plan and conceptual design for a 1,750-acre theme park located on a decommissioned military base.

Keyser Marston Experience

The following chart illustrates KMA's base conversion experience:

	Evaluate Market Opportunities/Prepare Reuse Plan	Develop Financing Plan	Negotiate Business Terms for Transactions
Hamilton Airfield	X	X	X
Fort Ord	X	X	X
Alameda Point	X	X	X
Oakland Army Base	X	X	
Presidio of San Francisco	X	X	X
Tustin Marine Corps		X	X
McClellan		X	
Mather		X	
MCAS El Toro	X	X	
San Diego NTC	X		X

Key Staff

RBF Consulting



Laura Worthington-Forbes, Senior Vice President, Principal, CNU-A
 Laura joined RBF in 1996. She is a graduate of University of California, Davis, where she earned a B.S. in Environmental Planning in 1982, and a Masters in Environmental Planning and Design in 1984 from North Carolina State University. Laura has been intimately involved in facilitating three major land development projects on the former Fort Ord Army Base: *East Garrison Specific Plan (currently under construction)*; the *Monterey Downs and Horse Park Project*, a 450-acre world-class thoroughbred training facility, mixed-use commercial, office, retail, hotel, residential and light industrial use, as well as non-profit equestrian and recreational facility and the *Whispering Oaks/Monterey-Salinas Transit Agency "Green" Business Park (now rescinded)*. Each of these project commitments involved a complex series of negotiated land swaps, DA's/DDA's, habitat conservation easements and buffers, on and off-site infrastructure improvements and phasing strategies. In each of these projects, intricate and multi-faceted strategies were necessary to achieve the land use, environmental and economic visions of the project applicants. Her relevant experience

Includes:

- Monterey Downs Horse Park (Monterey County, CA)
- MST / Whispering Oaks Business Park (Monterey County, CA)
- East Garrison Specific Plan, Tentative Map and EIR Project (Monterey County, CA)
- Pajaro Economic Development Support Program (Monterey County, CA)
- Boronda Community Plan (Monterey County, CA)
- Paraiso Springs EIR (Monterey County, CA)
- Monterey County On-Call Environmental Services (Monterey County, CA)



Bill Wiseman, Vice President, Monterey Bay Office Manager

Mr. Wiseman is a Vice President with over 25 years of national and international experience with expertise in land use and environmental planning, resource and recreation management, and information technology. He is a skillful manager, excelling in coordination of complex projects with large multidisciplinary consulting teams. He is an effective problem solver, able to understand and clearly communicate complex technical and environmental development issues and to create economically feasible solutions.

Mr. Wiseman has managed the preparation of general plans, specific plans, downtown development plans, and open space and recreation studies. He has also served as project manager for the preparation of numerous environmental and planning studies for public and private sector clients, in accordance with the CEQA, the Washington State Environmental Protection Act (SEPA), and NEPA. He holds an MS in Urban and Regional Planning from the University of Washington, Seattle, and a BA in Economics from the University of California, Santa Barbara. His relevant experience includes:

- Final Fort Ord Reuse Plan and Final EIR (Fort Ord Reuse Authority)
- East Garrison Specific Plan, Tentative Map and EIR (Monterey County, CA)
- The Dunes on Monterey Bay (Monterey County, CA)
- Seaside East Conceptual Plan (Seaside, CA)
- Atkinson Lane Specific Plan (Watsonville, CA)
- Boronda Community Plan (Salinas, CA)
- Buena Vista Neighborhood Plan (San Francisco, CA)
- Business Relocation Feasibility Study (Gonzales, CA)
- Carmel Valley Tennis Ranch Master Plan and Development Feasibility Study (Carmel, CA)

Frederik J. Venter, PE, Vice President and Northern CA Traffic and Transportation Lead



Frederik Venter has many years of extensive experience as a transportation planner, civil engineer and traffic engineer. He is currently registered as a Professional Civil Engineer in California and has been involved in several major transportation and traffic engineering studies in the USA. These include strategic and detailed land use and transportation planning and traffic engineering studies. He also has extensive experience in the development of transportation infrastructure needs for the long term based on future development of the areas, as well as development impact studies.

He prepared General Plan Circulation Elements for the Cities throughout California. Mr. Venter's experience includes traffic impact studies, parking studies, special event studies, trail studies, ITS planning studies, traffic signal coordination studies, Transportation Master Plan Studies, and Traffic Impact Fee studies. Mr. Venter has also managed transportation planning survey studies, including comprehensive origin/destination surveys and parking survey demand, mitigation proposal, pedestrian and bike facility planning and concept design. Mr. Venter received his M. Engineering in Urban Engineering, B. Eng. in Civil Engineering, and a B. Honors Eng. in Transportation Engineering from the University of Pretoria, Pretoria, South Africa. His relevant experience includes:

- Eastside Parkway (Monterey County)
- Monterey Circulation Element (Monterey, CA)
- Injin Parkway TIA (Marina, CA)
- Boronda Meadows TIA (Monterey County, CA)
- Atkinson Lane Residential Subdivision TIA (Watsonville, CA)
- Samoske TIA (Monterey County, CA)
- Wald, Ruhnke, Dost Fremont Blvd. TIA (Seaside, CA)
- Greenfield Circulation Element (Greenfield, CA)
- Capitola Parking Guidance System (Capitola, CA)
- Salinas Valley Memorial Healthcare Parking Management (Salinas, CA)

AECOM



Allen Folks, Principal in Charge

Allen Folks is a registered landscape architect and urban designer with experience in the master planning of public and private institutions, new town planning and community design projects, and land use planning in the United States, Asia Pacific region, Europe, and the Middle East. He has been responsible for a variety of assignments, including development of specific plans for new and existing communities, reuse of military bases, and the design of corporate campuses and civic institutions. In his role as project director and manager on many large and

complex development projects, he has managed teams of designers, biologists, and economists in developing plans that have a creative vision and are economically feasible. He received a Master in Landscape Architecture and a Certificate in Urban Design from the University of Pennsylvania, a BS in Environmental Design from the Philadelphia College of Art, and an AS in Landscape Design from Temple University. Mr. Folks has led a number of reuse plans and subsequent updates, including:

- Alameda Reuse and Redevelopment Authority, NAS Alameda Community Reuse Plan, Alameda County, California
- City of Alameda Reuse and Redevelopment Authority, Naval Air Station Alameda Community Re-Use Plan Amendment, Alameda County, California
- Alameda Reuse and Redevelopment Authority, Alameda Fleet Industrial Supply Center Site, Alameda County, California
- McClellan Air Force Base, McClellan Park Reuse Plan and Microelectronics Area Specific Plan at McClellan Air Force Base, Sacramento County, California
- Moffett Field Master Plan, NASA Ames Research Park, Santa Clara County, California
- City of Vallejo, Mare Island Futures Project, Solano County, California
- City of Vallejo, Mare Island Area 5 Study, Solano County, California



Adena Friedman, Project Manager, Land Use + Policy Task Lead
Adena Friedman is an urban planner who focuses on comprehensive community planning and policy development. She has managed specific plans, general plans, neighborhood revitalization plans, and strategic planning efforts. Her experience and skills include policy analysis and development, land use planning, data collection and analysis, organizing and managing community involvement efforts, and writing plans and implementation strategies. She has worked closely with community leaders to develop strategic, action oriented plans which work to implement the community's vision of improvements, and link residents with available resources and services. Adena has a variety of public and private sector experience, contributing to a deep and thorough understanding of the planning and development process. She has managed a variety of military master planning projects, including a the Coast Guard C4IT Master Plan, and energy and water master plans for the Army Corps of Engineers. Ms. Friedman holds a Master of Regional Planning from the Department of City and Regional Planning at the University of North Carolina at Chapel Hill, and a BA in Psychology from the University of Pennsylvania, Philadelphia. Relevant project experience includes:

- United States Coast Guard C4IT Master Plan, Alexandria, VA, Portsmouth, VA, and Martinsburg, WV
- US Army Corps of Engineers (USACE), Comprehensive Energy and Water Master Plan, 31 Army Installations across the US
- Bayview/Hunters Point Community Planning Efforts, San Francisco
- Hacienda Business Park TOD Planning, Pleasanton

- Visitation Valley TOD Master Plan, San Francisco



David Reel, CEQA Task Lead
David Reel brings a wealth of experience with managing the design, planning, and environmental analysis of communities, recreational settings, military, urban and high-tech science facilities, institutions, transportation facilities and airports. His credentials as a project manager include crucial experience working with local, state, and federal agencies. The majority of his projects over the past 23 years have included extensive public outreach programs involving controversial issues. He received a Master of Urban Planning, Master of Architecture, and a BS in Architecture from the School of Architecture and Urban Planning at the University of Wisconsin-Milwaukee. Mr. Reel's portfolio includes the following CEQA/NEPA projects:

- San Francisco Veteran Affairs Medical Center Institutional Master Plan EIS, CA
- The 34th America's Cup, Planning, Design and Environmental Services, San Francisco, CA
- Department of Veterans Affairs, Replacement of Outpatient Clinic and New NCA Cemetery Complex, Alameda, California.
- Yerba Buena Island Ramps EIR/EIS, San Francisco, CA
- CPMC Campuses Seismic Compliance, Hospital Replacement & Campus Renovation Program EIR, San Francisco, CA
- Moffett Field Base Closure/Transition to NASA, Moffett Field
- Moffett Airfield Comprehensive Use Plan and Environmental Assessment, Moffett Field
- NASA Ames Research Center CALF Aerodynamics Environmental Assessment, Moffett Field
- NASA Ames Research Center National Wind Tunnel Complex
- NASA Ames Research Center Master Plan, Moffett Field
- NASA Ames Research Center Existing Conditions Study, Crows Landing
- Historic Survey of NASA Ames Research Center, Moffett Field

Apex Strategies



Eileen Goodwin, Community Outreach Lead
Ms. Goodwin has over twenty-five years of leadership experience in building consensus and in completing complex projects involving numerous parties on time and within budget. As Executive Director of the Santa Clara County Traffic Authority, Ms. Goodwin successfully delivered the \$1.2 billion Measure A Highway Improvement Program including building 18 miles of new Highway 85 and widening Highways 101 and 237.

Since completing the mission of the Traffic Authority, Ms. Goodwin has been Principal of Apex Strategies, counseling and assisting public agencies and private parties in favorably positioning

their projects and programs with the community and the media. Strategic Plans, Expenditure Plans, program management for sales tax programs are specific areas of expertise. Community outreach for county-wide services, transportation projects and land use issues are her specialty. She is recognized state-wide and nationally as an expert and innovator in the field of community participation, strategic planning and sales tax programs. Her 29 years of professional experience include political campaign management, marketing, and organization and government management. Ms. Goodwin received a Certificate in Finance from the University of California, Santa Cruz, a MS in Political Communication from the University of Chicago, and a BA, Double Major with Honors from Claremont Men's College.

Keyser Marston Associates



Debbie Kern, Market Study and Financing Lead

Debbie Kern is a Senior Principal in Keyser Marston Associates' San Francisco office. She has over 25 years of experience in real estate consulting and specializes in the reuse of former military bases, municipal service financing plans, and affordable housing.

Ms. Kern has been instrumental in developing reuse plans that meet the communities' objectives, negotiating the transfer of military bases to municipalities, selecting private developer partners, structuring real-world financing plans, and successfully implementing new development. Major military base conversion assignments that included preparing reuse plans and financing plans are as follows:

- Hamilton Army Airfield
- Fort Ord
- Oakland Army Base
- Alameda Point

Ms. Kern is a regular speaker at California Redevelopment Association conferences and seminars. Ms. Kern holds a master's degree in economics from Columbia University and a bachelor's degree in economics from the University of California at Berkeley. She is a member of the Phi Beta Kappa honor society.

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FORT ORD REUSE AUTHORITY BOARD REPORT

OLD BUSINESS

Subject: California Central Coast Veterans Cemetery – Update

Meeting Date: March 9, 2012

Agenda Number: 6b

INFORMATION

RECOMMENDATION:

Receive an update on the California Central Coast Veterans Cemetery (“CCCVC”).

BACKGROUND/DISCUSSION:

In the past, FORA has taken a number of indirect steps to aid and support this worthy project. Most recently, the State Assembly and Senate passed AB 629 in 2011. Governor Brown signed AB 629 into law on September 7, 2011, allowing the California Department of Veterans Affairs (“CDVA”) to contract directly with FORA to conduct veterans cemetery design and construction, potentially reducing the Endowment Fund requirement by more than \$500,000 and expediting the project. AB 629 went into effect in January 2012.

FORA, Seaside, and County staff completed a review of FORA’s most recent estimate for conducting the cemetery design work in two phases. FORA provided this estimate (**Attachment A**) to CDVA. CDVA will work with the California Department of Finance (“CDF”) with the goal of obtaining their sign-off to use FORA’s estimate instead of the California Department of General Services’ (“CDGS”) higher estimate as a basis for the endowment funding requirement needed to allow cemetery design to proceed. There is no specific deadline, but, depending on whether FORA’s or CDGS’s estimate is used by CDF, either \$508,000 or \$1,006,000 would need to be deposited into the State’s Veterans Cemetery Endowment in order for phase I design (called Preliminary Plans) to begin. Another \$882,000 to \$960,000 would be needed to begin phase II design (called Working Drawings).

At the October FORA Board meeting, Supervisor Parker requested that FORA staff address the question: Is there a means for FORA to fund the Veterans Cemetery. The down economy and recent elimination of redevelopment by the Governor and State Legislature further constricts FORA’s options to indirectly support financing the project. The FORA Board directed the Veterans Cemetery funding question to the Finance Committee for further analysis. The Finance Committee reviewed this item in February and will review the item at future meetings. FORA is also supporting legislation by Assemblymember Bill Monning that would allow CDVA to reimburse loans or contributions made to the State’s Veterans Cemetery Endowment Fund.

FISCAL IMPACT:

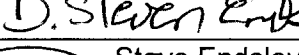
Reviewed by FORA Controller 

Staff time related to this item is included in FORA’s annual budget.

COORDINATION:

City of Seaside, County of Monterey, CDVA, CDF, CDGS, Assemblymember Bill Monning’s Office, Executive Committee, and Administrative Committee.

Prepared by 
Jonathan Garcia

Reviewed by 
Steve Endsley

Approved by 
Michael A. Houlemard, Jr.

FORA / CONSULTANT PRELIMINARY FEE ESTIMATE
PRELIMINARY PLANS, WORKING DRAWINGS, AND CONSTRUCTION SERVICES
CALIFORNIA CENTRAL COAST VETERANS CEMETERY
 MONTEREY COUNTY, CALIFORNIA

Category	Preliminary Plans	Working Drawings	Construction Services	Total	Notes
ARCHITECTURAL AND ENGINEERING SERVICES					
1 A&E Design	\$240,000	\$692,000	\$233,000	\$1,165,000	<i>Includes Contingency</i>
2 Construction Inspection	\$0	\$0	\$180,000	\$180,000	<i>See Assumption 6</i>
3 Construction Inspection Travel	\$0	\$0	\$0	\$0	<i>Included in 2</i>
4 Project Scheduling & Cost Analysis	\$0	\$0	\$0	\$0	
5 Advertising, Printing and Mailing	\$0	\$25,000	\$0	\$25,000	
6 Construction Guarantee Inspection	\$0	\$0	\$20,178	\$20,178	
SUBTOTAL A&E SERVICES	\$240,000	\$717,000	\$433,178	\$1,390,178	
OTHER PROJECT COSTS					
7 Special Consultants	\$0	\$100,000	\$35,800	\$135,800	<i>Soil Management Plan</i>
8 Materials Testing	\$0	\$0	\$85,000	\$85,000	<i>Assumes 3-4 mon. grading</i>
9 Project/Construction Management	\$23,000	\$53,650	\$336,000	\$412,650	
10 Contract Construction Management	\$0	\$0	\$230,000	\$230,000	
11 Site Acquisition Cost & Fees	\$75,000	\$0	\$0	\$75,000	
12 Agency Retained Items	\$0	\$0	\$400,000	\$400,000	
13 ASBE/DVBE Assessment	\$0	\$0	\$0	\$0	<i>Assume inc. in Contract</i>
14 School Checking	\$0	\$0	\$0	\$0	<i>N/A</i>
15 Hospital Checking	\$0	\$0	\$0	\$0	<i>N/A</i>
16 Essential Services	\$0	\$0	\$0	\$0	<i>N/A</i>
17 Handicapped Checking	\$0	\$8,200	\$0	\$8,200	
18 Environmental Document (MND/EA)	\$143,500	\$0	\$0	\$143,500	<i>Consistent with DGS</i>
19 Due Diligence	\$0	\$0	\$0	\$0	<i>Cost Included in 1</i>
20 Other Costs - (SFM)	\$920	\$2,760	\$30,000	\$33,680	
21 Other Costs - (Permit/Reg. Fees)	\$0	\$0	\$0	\$0	
22 Other Costs - (ARF Assessment)	\$0	\$0	\$0	\$0	
23 Construction Staking	\$0	\$0	\$150,000	\$150,000	<i>Assumes 3 months</i>
24 Tree Mitigation and Plan (if required)	\$25,000	\$0	\$75,000	\$100,000	
SUBTOTAL OTHER PROJECT COSTS	\$267,420	\$164,610	\$1,341,800	\$1,773,830	
TOTAL PROJECT COSTS	\$507,420	\$881,610	\$1,774,978	\$3,164,008	

ASSUMPTIONS

- 1 This fee estimate is based on Phase 1 construction being similar to that shown on the Conceptual Master Plan of 2008, without the loop road to the Amphitheater and the road to Artillery Hill
- 2 FORA Working Drawings will include earthwork for approximately half the site to eliminate the need for a UXO tech. in the first five phases
- 3 Preliminary Plans and Working Drawings will commence in the first quarter of 2012
- 4 Project shall follow LEED standards but not require LEED certification
- 5 Preliminary Plan Design numbers include items under the SCGP Grant Process that are titled Master Plan and Schematic Submission
- 6 Phase 1 Cemetery Construction is assumed to last 12 months; DGS assumed 18 months

FORA / CONSULTANT PRELIMINARY FEE ESTIMATE
A&E DESIGN CONSULTANT BREAKDOWN
CALIFORNIA CENTRAL COAST VETERANS CEMETERY
MONTEREY COUNTY, CALIFORNIA

Consultant	Firm	Preliminary Plans Estimated Fee	Working Drawings Estimated Fee	Construction Services Estimated Fee	Total Estimated Fee
Civil Engineer	Whitson Engineers	\$72,000	\$167,500	\$75,000	\$314,500
Landscape Architect	RHAA	\$75,075	\$141,670	\$33,450	\$250,195
Architecture	HKIT Architecture	\$16,000	\$144,000	\$61,000	\$221,000
Mechanical Engineer	List Engineering	\$0	\$26,000	\$3,800	\$29,800
Structural Engineer	Howard Carter Associates	\$12,600	\$25,900	\$8,300	\$46,800
Electrical Engineer	Aurum Consulting	\$6,000	\$30,000	\$5,000	\$41,000
Cost Estimator	Saylor Consulting Group	\$16,800	\$31,800	\$0	\$48,600
Geotech	Kleinfelder	\$0	\$2,000	See Summary	\$2,000
Project Management	Whitson Engineers	\$20,000	\$60,000	\$25,000	\$105,000
Subtotal		\$218,475	\$628,870	\$211,550	\$1,058,895
10% Contingency		\$21,848	\$62,887	\$21,155	\$105,890
Total with Contingency		\$240,000	\$692,000	\$233,000	\$1,165,000

Environmental Document

Environmental Planner Denise Duffy & Associates

Technical Reports/Analysis Likely Required

· Noise Study	\$5,000
· Air Quality	\$7,000
· Greenhouse Gas Analysis	\$9,000
· Traffic	\$10,000
· Tree Impact Analysis	\$10,000
· Visual Analysis	\$3,500
· Cultural Section 106	\$4,000
· Biological/Section 7 Consultation	\$10,000
Technical Reports Subtotal	\$58,500

IS/MND and EA/FONSI \$85,000

If EIR/EA instead of IS/MND *(additional)* \$25,000

If EIR/EIS instead of IS/MND *(additional)* \$115,000

Total \$143,500 (MND/EA)

Assumptions:

- 1- The fee estimates are based on Phase 1 construction being similar to that shown on the Conceptual Master Plan of 2008, without the loop road to the Amphitheater and the road to Artillery Hill
- 2- FORA Working Drawings will include earthwork for approximately half the site to eliminate the need for a UXO tech in the first five phases
- 3- Preliminary Plans and Working Drawings will commence in the first quarter of 2012
- 4- Project shall follow LEED standards but not require LEED certification
- 5 - Preliminary Plan Design numbers include items under the SCGP Grant Process that are titled Master Plan and Schematic Submission
- 6- Phase 1 Cemetery Construction is assumed to last 12 months; DGS assumed 18 months

FORT ORD REUSE AUTHORITY BOARD REPORT

OLD BUSINESS

Subject:	Resolution in Support of a National Landscape Conservation System designation for former Fort Ord habitat lands	
Meeting Date:	March 9, 2012	ACTION
Agenda Number:	6c	

RECOMMENDATION(S):

Adopt resolution No.12-2 (**Attachment A**) in support of a National Landscape Conservation System ("NLCS") designation for the Bureau of Land Management's ("BLM's") former Fort Ord habitat lands.

BACKGROUND/ DISCUSSION:

Receiving a federal NLCS designation for BLM's former Fort Ord habitat lands would prove helpful to both BLM and Fort Ord Reuse Authority ("FORA") efforts to implement and receive budgetary support for the Habitat Conservation Plan ("HCP") when it is put into effect. To this end, the FORA Legislative Work Plan includes an item supporting continued and enhanced efforts to seek a federal NLCS designation for the former Fort Ord BLM Natural Resource Management Area. Such designation is thought to be helpful in targeting budgetary resources from the federal government appropriate to the property's unique ecological and recreational resources. The NLCS has four categories of federally designated areas; 1) National Monuments, National Conservation Areas, and similar designations; 2) Wilderness; 3) Wild and Scenic Rivers; and 4) National Trails. FORA staff can provide a more detailed listing of these potential designations to anyone interested in more information. A brief oral report will be made about the benefits of obtaining a designation for the former Fort Ord.

For the past several months, FORA has been working with a diverse and unprecedented coalition of interests to achieve the federal designation. Regular conference calls, coordinated by the Conservation Lands Foundation, a non-profit organization, were open to FORA members, recreational user groups including trail and open space interests, equestrians, and others. Ultimately, this project is most likely to be brought to fruition by a Presidential decree.

FISCAL IMPACT:

Reviewed by FORA Controller 

Savings unknown but the designation is expected to ease budgetary pressures on BLM and FORA, incident to HCP implementation.

COORDINATION:

BLM, Executive Committee, Administrative Committee, Legislative Committee, Assemblymember Monning, HCP working group, US Fish & Wildlife Service and California Department of Fish & Game, ICF International, and Denise Duffy & Associates.

Prepared by Jonathan Garcia Reviewed by D. Steven Endsley
Jonathan Garcia Steve Endsley

Approved by Michael A. Houlemard, Jr.
Michael A. Houlemard, Jr.

Resolution 12-02

Resolution of the Fort Ord Reuse Authority)
Board of Directors In Support of the)
Designation of Public Lands Managed by)
the Bureau of Land Management on)
the Former Fort Ord as a National Monument)

THIS RESOLUTION is adopted by the Board of Directors of the Fort Ord Reuse Authority (“FORA”), at a regular meeting duly called and held on March 9, 2012 with reference to the following facts and circumstances:

WHEREAS, from the end of World War I until 1994, Fort Ord served as one of the Army’s most significant training bases. As the Army moved this mission from Fort Ord, the Bureau of Land Management (“BLM”) was selected to manage public lands of approximately 14,658 acres of the former installation’s 27,827-acre footprint.

WHEREAS, the 14,658 acres of Fort Ord Public Lands transferred and scheduled for transfer to the Bureau of Land Management are preserved as open space and management of open space under terms and conditions of the Installation Wide Multi-Species Habitat Management Plan, which is not altered by the proposed National Monument designation.

WHEREAS, the Fort Ord Public Lands support a beautiful and diverse group of plant and animal communities, including 35 species of rare plants and animals. Former Fort Ord represents 50 to 90 percent of the worldwide habitat for many of these rare plants. The lush landscapes are home to a range of wildlife, which includes mountain lion, black-tailed deer, bobcats, coyotes, badger, turkeys, golden eagles, red-tailed hawks, California quail, coast horned lizards, and gopher snakes.

WHEREAS, the Fort Ord Public Lands offer 86 miles of trails, open each day from dawn to dusk, for hikers, mountain bikers, horseback riders, wildlife/wildflower photographers, and nature enthusiasts. Fort Ord’s single track trails, grassland hills, and oak woodlands offer some of the most remarkable open space in the Monterey Bay area.

WHEREAS, the Board of Directors of the Fort Ord Reuse Authority has supported a National Monument designation for these Lands since 2009.

WHEREAS, the National Monument designation of BLM Lands will not affect adjacent property owners’ land use designations.

WHEREAS, designation as a National Monument would ensure an increased level of protection for this distinctive habitat and provide for appropriate recreational use by local residents and visitors to our area.

NOW THEREFORE be it resolved:

1. The National Monument designation of BLM's Public Lands on the former Fort Ord will, considering all its aspects, further the objectives and policies of the Final Base Reuse Plan.
2. The National Monument designation of BLM's Public Lands will not affect adjacent property owners' land use designations.
3. The National Monument designation of BLM's Public Lands will foster and sustain the Monterey Bay Region's eco-tourism industry through ensuring 80 miles of trails access for hikers, mountain bikers, horseback riders, wildlife/wildflower photographers, and nature enthusiasts.
4. The FORA Board of Directors heartily supports the designation of BLM's Public Lands on the former Fort Ord as a National Monument.

Upon motion by _____, seconded by _____, the foregoing resolution was passed on this 9th day of March, 2012, by the following vote:

AYES:
NOES:
ABSTENTIONS:
ABSENT:

I, Supervisor Potter, Chair of the Board of Directors of the Fort Ord Reuse Authority of the County of Monterey, State of California, hereby certify that the foregoing is a true copy of an original order of the said Board of Directors duly made and entered under Item ____, Page ____, of the Board meeting minutes of March 9, 2012 thereof, which are kept in the Minute Book resident in the offices of the Fort Ord Reuse Authority.

DATED _____ BY _____
Dave Potter
Chair, Board of Directors
Fort Ord Reuse Authority

FORT ORD REUSE AUTHORITY BOARD REPORT

EXECUTIVE OFFICER'S REPORT

Subject: Outstanding Receivables

Meeting Date: March 9, 2012

Agenda Number: 8a

INFORMATION

RECOMMENDATIONS:

Receive a Fort Ord Reuse Authority (FORA) outstanding receivables update as of February 29, 2012.

BACKGROUND/DISCUSSION:

FORA has several significant outstanding receivables. The Late Fee policy adopted by the FORA Board requires receivables older than 90 days be reported to the Board.

	Item Description	Amount Owed	Amount Paid	Amount Outstanding
1 City of Del Rey Oaks	PLL Loan Payment 09-10	182,874	-	182,874
	PLL Loan Payment 10-11	256,023	-	256,023
	PLL Loan Payment 11-12	256,023	-	256,023
	<i>DRO Total</i>			694,920
2 City of Marina	Tax Increment 08-09	108,862	108,862	-
	Tax Increment 07-08	111,246	55,623	55,623
	Preston Park Excess Revenue	230,000	230,000	-
	<i>Marina Total</i>			55,623
3 City of Seaside	Tax Increment 03-10	358,830	270,000	88,830
Total Outstanding Receivables				\$ 839,373

1. City of Del Rey Oaks (DRO)

- PLL insurance annual payments: In 2009, DRO cancelled agreement with its project developer who previously made the PLL loan payments. The FORA Board approved a payment plan for DRO and the interim use of FORA funds to pay the premium until DRO finds a new developer (who will be required by the City to bring the PLL Insurance coverage current). DRO agreed to make interest payments on the balance owed until this obligation is repaid, and they are current.

Payment status: First Vice Chair Mayor Edelen informed both the Board and Executive Committee that DRO anticipates making a substantial payment against this obligation in this FY.

2. City of Marina (Marina)

- Tax increment: In the fall of 2010, as directed by the FORA Board during the Capital Improvement Program review, FORA conducted an audit of tax increment revenue that FORA collects from Seaside, Marina and County of Monterey. The results indicated that FORA was owed property TI payments from Seaside and Marina. Both cities acknowledged the debt.

Marina retained a portion of FORA's tax increment in FY 07-08 and FY 08-09. At the July 2011 meeting, FORA Board approved an MOA with Marina for a phased (2 payments) repayment of the FY 08-09 tax increment obligation and this underpayment has been paid off in November 2011.

Regarding the FY 07-08 underpayment, after lengthy communications between FORA and Marina, the City Council and the FORA Board approved an MOA for repayment of this obligation. The MOA for a phased repayment (2 payments) was executed in January 2012.

Payment status: Marina paid the first installment on time; the second (last) installment is due June 30, 2012.

3. **City of Seaside (Seaside)**

- Tax increment: Please see paragraph 2 above regarding Seaside tax increment underpayment. At the February 2011 meeting, the FORA Board approved an MOA with Seaside for a phased (4 payments) repayment of this obligation.


Payment status: Seaside paid the first three installments on time. The last installment payment is due June 30, 2012.


FISCAL IMPACT:

FORA must expend resources or borrow funds until these receivables are collected. The majority of FORA revenues come from member/jurisdiction/agencies and developers. FORA's ability to conduct business and finance its capital obligations depends on a timely collection of these revenues.

COORDINATION:

Finance Committee, Executive Committee

Prepared by 
Ivana Bednarik

Approved by 
Michael A. Houlemard, Jr.

FORT ORD REUSE AUTHORITY BOARD REPORT

EXECUTIVE OFFICER'S REPORT

Subject: Administrative Committee Report

Meeting Date: March 9, 2012

Agenda Number: 8b

INFORMATION

RECOMMENDATION:

Receive a report from the Administrative Committee.

BACKGROUND/DISCUSSION:

The Administrative Committee met on February 15, 2012 and February 29, 2012. The approved minutes of the February 15, 2012 meeting are attached for your Review. The minutes for the February 29, 2012 meeting will be presented at the April Board meeting.

FISCAL IMPACT:


Reviewed by the FORA Controller 

Staff time for the Administrative Committee is covered in the FY 2011/12 budget.

COORDINATION:

Administrative Committee

Prepared by


Lena Spilman

Approved by


Michael A. Houlemard, Jr.



Fort Ord Reuse Authority

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ADMINISTRATIVE COMMITTEE MEETING

8:15 A.M. WEDNESDAY, FEBRUARY 15, 2012

910 2nd Avenue, Marina CA 93933 (on the former Fort Ord)

AGENDA

1. CALL TO ORDER:

Administrative Committee Co-Chair Dan Dawson called the meeting to order at 8:15 a.m. The following people, as indicated by signatures on the roll sheet, were present:

Graham Bice, UC-MBEST

Todd Muck, TAMC

Diana Ingersoll, City of Seaside

Lisa Brinton, City of Seaside

Tim O'Halloran, City of Seaside

Nick Nichols, County of Monterey

Rob Robinson, BRAC

Bob Rench, CSUMB

Bob Schaffer, MCP

Carl Niizawa, MCWD

Daniel Dawson, City of Del Rey Oaks

Elizabeth Caraker, City of Monterey

Jonathan Garcia, FORA

Jim Arnold, FORA

Doug Yount, City of Marina

Steve Endsley, FORA

Debby Platt, City of Marina

Kathleen Lee, Supervisor Potter Chief of Staff

Anya Spear, CSUMB

Vicki Nakamura, MPC

Pat Ward, Bestor Engineers, Inc.

Michael Houlemard, FORA

2. PLEDGE OF ALLEGIANCE

Chair Dawson led the Pledge of Allegiance

3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

Executive Officer Michael Houlemard introduced Lena Spilman as the new FORA Deputy Clerk and Executive Assistant to the Chief Executive Officer.

4. PUBLIC COMMENT PERIOD:

Bob Schaffer praised the quality of the February 1, 2012 minutes.

5. APPROVAL OF FEBRUARY 1, 2012 MEETING MINUTES

MOTION: Diana Ingersoll moved, seconded by Graham Bice, and the motion passed unanimously to approve the minutes as written.

6. FOLLOW-UP FROM FEBRUARY 10, 2012 FORA BOARD WORKSHOP/MEETING

Mr. Houlemard stated that he had received positive feedback from Board Members regarding the February 10, 2012 Board Workshop. He explained that a copy of the PowerPoint presentation from the Workshop would be emailed to each committee member.

7. OLD BUSINESS

Mr. Houlemard explained that agenda items 7a, 7d, and 7e were closely related and requested permission to consider the items out of order and/or together to better facilitate discussion. Chair Dawson agreed.

a. Capital Improvement Program development forecasts

FORA Senior Planner Jonathan Garcia discussed his February 15, 2012 memo to the Administrative Committee Members, which explained the relationship between items 7a, 7d, and 7e and described the effects of RDA dissolution on former Fort Ord.

d. California Redevelopment Wind Down – update/discussion

e. Discussion regarding RDA properties

Mr. Houlemard discussed a February 13, 2012 letter he received from Attorney Brent Hawkins regarding payment of tax increment to FORA under ABX 26. He indicated support for AB 1644, The California Military Base Reuse and Preservation Act of 2012, and announced his participation in the upcoming Assembly Local Government hearing regarding the Bill on March 7, 2012.

MOTION: Doug Yount moved, seconded by Diana Ingersoll, and the motion passed unanimously to direct staff to provide an official draft response and cover memo to the February 13, 2012 Brent Hawkins letter, for review by the Administrative Committee at a special committee meeting.

Diana Ingersoll stated that the City of Seaside would like FORA to obtain a legal opinion regarding properties transferred by FORA to jurisdictions, and particularly their RDAs, on the former Fort Ord. The City of Seaside was also pursuing a legal opinion..

MOTION: Diana Ingersoll moved, seconded by Doug Yount, and the motion passed unanimously to recommend FORA staff obtain a legal opinion regarding the affect of recent legislation on property transfers to jurisdictions on the former Fort Ord.

b. Habitat Conservation Plan – update

Mr. Garcia stated that the Draft Habitat Conservation Plan (HCP) would be sent to the regulatory agencies and the permittees for review and comments the following week, at which time the Draft EIR and EIS would also be available. The three-month review period would likely begin in March.

c. Base Reuse Plan Reassessment – consultant scope of work

Mr. Garcia explained that staff had presented an informational item regarding the Base Reuse Plan Reassessment Consultant Scope of Work at the February 10, 2012 Board Meeting and that the item would be included on the February 22, 2012 special Board Meeting agenda for consideration. He stated the current Draft Scope of Work had been designed not to exceed \$250,000, an amount currently available in the 2011/12 FORA Budget. The Committee reviewed Draft Scope of Services.

Doug Yount suggested integration of legal analysis. Scott Hilk suggested inclusion of an economic impact analysis. Mr. Houlemard stated staff would ensure that the reassessment process included analysis of the economic impact of meeting FORA's obligations. He emphasized the importance of clarity in defining the Scope of Work and urged the Committee Members to forward any suggestions to Mr. Garcia.

9. NEW BUSINESS

a. Proposed Veteran's Cemetery Legislation

Mr. Houlemard explained that current state legislation allowed FORA to design the proposed Veteran's Cemetery, but prohibited the Department of Veterans Affairs from providing reimbursement for the funds expended during the design process. An amendment to permit such reimbursement was currently under consideration in the state legislature and would be reviewed by both the Local Government Committee and the Veteran's Affairs Committee.

Mr. Houlemard announced that the hearing for Assembly Bill 1614, supporting the extension was not likely to occur until the end of March and had been tentatively scheduled for March 24, 2012. FORA staff would provide a sample letter of support to each jurisdiction.

Doug Yount suggested that a future agenda include an update from Carl Niizawa regarding the Regional Water Project. Mr. Niizawa spoke briefly regarding several water issues.

10. ADJOURNMENT

Chair Dawson adjourned the meeting at 9:26 a.m.

Minutes Prepared by Lena Spilman, Deputy Clerk

FORT ORD REUSE AUTHORITY BOARD REPORT

EXECUTIVE OFFICER'S REPORT

Subject: Finance Committee - report

Meeting Date: March 9, 2012

Agenda Number: 8c

INFORMATION

RECOMMENDATION(S):

Receive minutes from the February 1, 2012 Finance Committee (FC) meeting.

BACKGROUND/DISCUSSION:

The FC met on February 1, 2011 to discuss the FY 11-12 mid-year budget and other items. Please refer to the attached minutes from this meeting for more details and the FC recommendations.

FISCAL IMPACT:

Reviewed by FORA Controller 

Staff time for this item is included in the approved FY 11-12 budget.

COORDINATION:

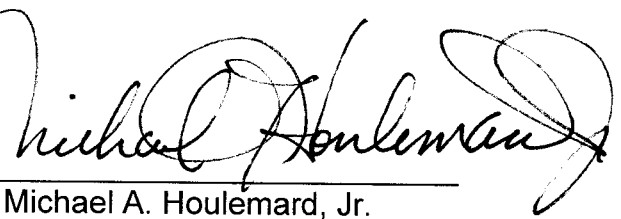
Finance Committee

Prepared by



Marcela Fridrich

Approved by



Michael A. Houlemard, Jr.



Fort Ord Reuse Authority

920 2nd Avenue, Suite A, Marina, CA 93933
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Finance Committee Meeting

Wednesday, February 1, 2012 at 2:00 pm

Action Minutes – DRAFT

Present: Chair Sue McCloud, Members: Bill Kampe, Graham Bice (by phone)
Staff: Michael A. Houlemard, Jr., Steve Endsley, Ivana Bednarik, Marcela Fridrich
Guests: Thomas H. Griffin and Wes Morrill (MoCo Military & Veterans Affairs Office); Brian C. Boudreau and Beth R. Palmer (Monterey Downs); Scott Hilk and Bob Schaffer (Marina Community Partners)
Absent: Hunter Harvath, Ian Oglesby (excused)

AGENDA

The Finance Committee (FC) discussed the following agenda items:

1. Roll Call

A quorum was achieved at 2:10 PM.

2. December 14, 2011 Minutes

Approved (Motion Kampe; Second McCloud, passed 3:0).

3. FY 11-12 Mid-Year Budget

FC members received the draft FORA mid-year Board report including budget charts prepared by Ivana Bednarik prior to the meeting. Executive Officer Houlemard described changes in revenue and expenditure items. Ivana Bednarik explained that an increase in total revenues is mainly due to the anticipated East Garrison (Manzanita Place) CFD payment expected to be realized by the end of March 2012. Due to the recent uncertainties about implementing State Supreme Court decision about eliminating redevelopment and since the budget approval in June 2011, the mid-year budget included only tax collections through December 2011, FC members agreed. Ivana Bednarik explained budget increases on the expenditure side, outlining individual items described in detail on the itemized expenditures chart. Chair McCloud asked about the Sierra Club request to broadcast selected FORA meetings. Michael Houlemard explained that the budget called for up to 4 broadcasted meetings limited to the \$2.4K line item. FC concurred with the restricted number of broadcasted meetings. Ivana Bednarik finalized the budget presentation by explaining the ending fund balance and designation of land sale/CFD revenue in the FORA budget. FC members unanimously voted to recommend accepting the FY 11-12 Mid-Year Budget to the FORA Board at its February 10, 2012 meeting. Approved (Motion Bice; Second Kampe).

4. RDA dissolution

In December 2011 the State Supreme Court upheld abolishment of redevelopment agencies. FC members received a draft Memorandum prepared by the FORA financial consultant (EPS) clarifying FORA position prior to the meeting. EPS as well as RDA special counsel Brent Hawkins made the argument that FORA retains tax increment revenue. The earlier request by City of Marina to provide financial assistance in the form of pass-through tax increment to make required "ransom" payments to the state in order to enable the Marina Redevelopment Agency to continue former Fort Ord reuse is no longer relevant.

5. Veterans Cemetery

Supervisor Parker asked FORA staff to explore/initiate creative funding options for the Veterans Cemetery. FC members received a copy of the March 13, 2006 memorandum from Authority Counsel Jerry Bowden to Chair Ila Mettee-McCutchon addressing this issue of whether or not FORA could provide financing for the Veterans Cemetery. The memo concluded that FORA cannot do so directly unless the FORA act is amended and it is agreed to by the jurisdictions (Seaside and County of Monterey). FC members discussed this issue and concluded that FORA has no available funds to pay for this project. The down turn in the economy and recent elimination of redevelopment by the Governor constricts FORA's options to indirectly support financing the project. FC members recommended bringing this issue back for further discussion and pointed out that potential sale proceeds from Preston Park might be relevant to this discussion.

6. FORA historical funding/expenses

FC reviewed the updated historical funding and expenditures chart. Member Bice asked about revenues FORA is sharing (50/50) with jurisdictions. Chair McCloud suggested adding footnotes to revenue items FORA is equally splitting with jurisdictions such as land sale proceeds and lease revenue proceeds. This is an ongoing process and adjustments will be made to future versions.

7. Adjournment

Meeting adjourned at 3:35 pm. The next FC meeting was scheduled for March 28, 2012 at 2:00 pm.

Minutes prepared by Marcela Fridrich, Accounting Officer.

FORT ORD REUSE AUTHORITY BOARD REPORT

EXECUTIVE OFFICER'S REPORT

Subject: Habitat Conservation Plan

Meeting Date: March 9, 2012

Agenda Number: 8d

INFORMATION

RECOMMENDATION:

Receive a status report regarding the Habitat Conservation Plan ("HCP") and State of California 2081 Incidental Take Permit ("2081 permit") preparation process.

BACKGROUND/DISCUSSION:

The Fort Ord Reuse Authority ("FORA"), with the support of its member jurisdictions and consultant team, is on a path to receive approval of a completed basewide HCP and 2081 permit in 2013, concluding with US Fish and Wildlife Service ("USFWS") and California Department of Fish and Game ("CDFG") issuing federal and state permits.

ICF International (formerly Jones & Stokes), FORA's HCP consultant, completed an administrative draft HCP on December 4, 2009. FORA member jurisdictions completed a comment and review period, which ended February 26, 2010. In April 2011, USFWS finished their comments on all draft HCP sections, while CDFG provided limited feedback. These comments by the regulatory agencies required a substantial reorganization of the document. To address this, ICF International completed a 3rd Administrative Draft HCP for review (dated September 1, 2011). The 12 Permittees (County, Cities of Marina, Seaside, Del Rey Oaks, and Monterey, Monterey Peninsula Regional Park District, Marina Coast Water District, State Parks, Monterey Peninsula College, California State University Monterey Bay, University of California Monterey Bay Education, Science, and Technology Center, and FORA) and Cooperating Entity (Bureau of Land Management) reviewed this draft document and submitted their comments in October 2011. This review includes the draft HCP Implementing Agreement and Ordinance/Policy, which are appendices to the draft HCP and are being prepared separately by FORA. ICF International is currently addressing all received comments and compiling a draft that can be submitted to USFWS/CDFG by March 9, 2012. It is estimated that it will take the wildlife agencies 90 days to complete their internal review followed by 60 days for ICF International to prepare a Screen Check draft that will undergo a 30-day review for legal compliance by the wildlife agencies' solicitors/legal departments. ICF International would then respond to any comments/issues raised in 30 days. FORA staff estimate a Public Draft document to be available for public review by September 2012.

At the September 7, 2011 FORA Administrative Committee meeting, Jamie Gomes, Principal, from EPS presented information related to Economic and Planning Systems' ("EPS") review of HCP costs and endowment investment strategy. EPS provided an HCP endowment investment strategy that will be incorporated into the draft HCP. Final approval of the endowment strategy rests with CDFG/USFWS.

FISCAL IMPACT:

Reviewed by FORA Controller 

ICF International and Denise Duffy and Associates' (FORA's NEPA/CEQA consultant) contracts have been funded through FORA's annual budgets to accomplish HCP preparation.

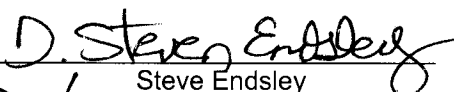
COORDINATION:

Executive Committee, Administrative Committee, Legislative Committee, HCP working group, FORA Jurisdictions, USFWS and CDFG personnel, ICF International, Denise Duffy and Associates, and Bureau of Land Management.

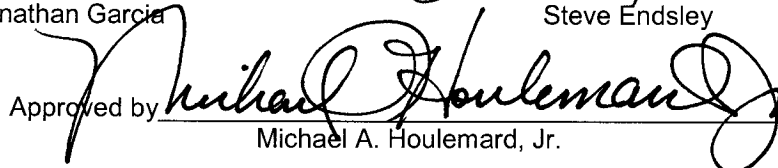
Prepared by


Jonathan Garcia

Reviewed by


Steve Endsley

Approved by


Michael A. Houlemard, Jr.

FORT ORD REUSE AUTHORITY BOARD REPORT

EXECUTIVE OFFICER'S REPORT

Subject: Executive Officer's Travel

Meeting Date: March 9, 2012

Agenda Number: 8e

INFORMATION

RECOMMENDATION:

Receive an informational travel report from the Executive Officer.

BACKGROUND/DISCUSSION:

The Executive Officer regularly submits reports to the Executive Committee providing details of his travel requests, including those by the Fort Ord Reuse Authority ("FORA") staff and Board members. Travel expenses may be paid or reimbursed by FORA, outside agencies/ jurisdictions/ organizations, or a combination of these sources. The Executive Committee reviews and approves these requests, and the travel information is reported to the Board as an informational item.

Destination: Miami

Date: February 26-29, 2012

Traveler/s: Michael Houlemard, Dave Potter, Felix Bachofner

Purpose: ADC Confrence

Mr. Houlemard will provide an oral report.

Upcoming travel

Destination: Sacramento

Date: March 6 & 7, 2012

Traveler/s: Michael Houlemard, Robert Norris

Purpose: To participate in a panel regarding the creation of military base recovery zones.

Mr. Houlemard will also meet with John Arriaga and representatives from the California Departments of Veteran's Affairs. Mr. Houlemard will be accompanied by FORA Principal Analyst Robert Norris.

Destination: San Luis Obispo

Date: March 15 & 16, 2012

Traveler/s: Stan Cook

Purpose: To attend a Fort Ord Base Cleanup Team meeting. This is annual Army required team building meeting; Mr. Cook will represent the Environmental Services Cooperative Agreement program.

Destination: Sacramento

Date: March 20 & 21, 2012

Traveler/s: Dave Potter, Michael Houlemard, Robert Norris

Purpose: To attend a hearing on AB1614, the FORA Extension bill currently under consideration.

Destination: Portland, OR

Date: April 3-5, 2012

Traveler/s: Jim Arnold, Crissy Maras

Purpose: To attend the Economic Development Administration ("EDA") Annual Conference and learn of potential funding opportunities with the EDA.

Destination: Washington, DC

Date: April 14-18, 2012

Traveler/s: Michael Houlemard, Dave Potter, Robert Norris

Purpose: To travel for a series of meetings regarding items from the FORA Legislative Agenda. Meetings will be held with U.S. Congressman Sam Farr as well as representatives from the Office of Economic

Adjustment, US Environmental Protection Agency, US Fish & Wildlife Service, Bureau of Land Management, the US Department of the Interior, the U.S. Army, and others. This trip is being planned in coordination with the Transportation Agency for Monterey County, allowing for cost sharing.



FISCAL IMPACT:

Reviewed by FORA Controller 

Travel costs and incidentals are covered according to FORA's travel policy and the FY 11-12 budget authorization.

COORDINATION:

Executive Committee

Prepared by:  Approved by: 
for Lena Spilman Michael A. Houlemard, Jr.