

## Rosalyn Charles

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**From:** Rosa Salcedo [RSalcedo@ci.seaside.ca.us]  
**Sent:** Friday, September 06, 2013 11:19 AM  
**To:** Mayor Pendergrass; bill@billkampe.org; Mayor Burnett; jhuerta@ci.greenfield.ca.us; dellasal@ci.monterey.ca.us; joseph.gunter@ci.salinas.ca.us; maria@ci.salinas.ca.us; district1@co.monterey.ca.us; Supervisor Calcagno; Supervisor Salinas; district4@co.monterey.ca.us; Supervisor Potter; FORA Board; bdelgado62@gmail.com; Mayor Edelen; info@mcbc.biz; maleffel@mcbc.biz  
**Cc:** rafa@redshift.com; Ralph Rubio  
**Subject:** Two Petitions on November Ballot  
**Attachments:** ADE FO Job Creation Memo.pdf; Seaside - Job Creation.pdf

From Mayor Ralph Rubio -

Between now and November 5th all of us will be exposed to the arguments for and against Measures K, "Secure the Promise....," and Measure M, "....Open Space Access."

Due to the lower income levels and lack of higher paying jobs for our citizens, and due to the City's own difficult financial situation over the past several years, the City of Seaside has a strong interest in the job creation and economic impacts of these two measures on the County as a whole and on the City of Seaside.

Therefore, the City retained the services of Doug Svensson, President of Applied Development Economics, to provide the City with an objective analysis of the economic impacts of the two measures on Monterey County as well as the City of Seaside. His data largely comes from the previous analyses performed for the Fort Ord Reuse Authority, the County of Monterey and other agencies.

We wanted you to quickly receive a copy of the consultant's memo to the City. Please feel free to give me your comments and questions. My e-mail address is [rrubio@ci.seaside.ca.us](mailto:rrubio@ci.seaside.ca.us).

Please share this memo with others in your City or Agency as you desire.

Thank you,  
Ralph



## MEMO

**TO:** City of Seaside  
**FROM:** Doug Svensson, AICP  
**DATE:** September 4, 2013  
**SUBJECT:** **JOB CREATION AT FORMER FORT ORD**

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### **INTRODUCTION AND SUMMARY**

The Fort Ord Base Reuse Plan represents a balanced approach to land use for the former military facility. With 28,000 acres, at the height of its military activity the base supported more than 18,000 jobs and a population of about 31,270 people. When the base closed, the reuse plan was focused on the recovery of these jobs that were lost, as well as the creation of a concentration of academic institutions that would lead the region in both education and research. Currently there are more than 20 higher education and research facilities in the Monterey Bay area, including several located at former Fort Ord such as California State University Monterey Bay (CSUMB), Monterey College of Law and Monterey Peninsula College.

Finally, the base reuse plan recognized the enormous opportunity to preserve wide areas of open space for future generations. To date, more than 20,000 acres at former Fort Ord have been designated for permanent open space and habitat conservation.

At issue today is the re-establishment of the job base that was lost when the base closed. To date, only about 3,600 of the 18,000 jobs have been restored. Continued creation of business opportunities to improve the Monterey regional economy is dependent on key infrastructure investments at former Fort Ord, such as the Eastside Parkway, which would relieve current traffic congestion on existing roadways as well as avoid future traffic impacts at former Fort Ord.

Monterey County has severely lagged in its recovery from the recent recession. It continues to have a divided economy with many low-wage agricultural and visitor-serving jobs but few opportunities for the younger, increasingly college-educated generations to remain in the County when entering the workforce. As stated in the Base Reuse Plan Re-Assessment, "Fort Ord presents the region's best opportunity to correct these structural imbalances." As a regional resource for open space, education and job creation, the former Fort Ord can address the need for economic opportunities for both the existing and future population in Monterey county.

The role of balanced job creation in the overall quality of life may be summarized as follows:

- As young people grow up in Monterey County and are becoming more highly educated, it is important to provide jobs commensurate with their skills and career aspirations.
- Former Fort Ord is a regional resource not only for open space and higher education but also for the creation of new economic opportunities. Under the current base reuse plan, the area could support as many as 14,000 new jobs. Business activity and worker's household spending associated with these jobs in turn would support another 10,600 jobs in communities throughout the county, creating total worker incomes of \$1.47 billion per year.
- Workers from the entire county depend on jobs on the Monterey Peninsula, and yet the number and type of jobs currently are not well matched to the needs of younger more educated workers.
- For example, Seaside has less than half the jobs it would need to employ all its resident workers. In addition, the job mix that does exist pays relatively low wages, while more than 20 percent of the labor force in the City has the skills to obtain higher paying professional and technical jobs. This situation is true for many workers throughout Monterey County.
- With the National Monument and the other open space at former Fort Ord, eco-tourism will be an excellent addition to the list of tourism attractions in Monterey County. However, the economic benefit of this activity comes from having lodging and services available for the participants to purchase and use. The tax benefit is good but the jobs are not well-paid and do not typically support head of household financial needs. If the county implements this strategy it will take more than a decade due to the process of clearing unexploded ammunition. If this strategy results in choking off access to non-open space areas needed for more sustainable job creation, the county will never progress beyond its low paid, service worker economy. And it is unnecessary, since there is plenty of space to support eco-tourism in the existing Fort Ord Reuse Plan.
- The jobs/housing imbalance in Monterey County also has a significant effect on the tax base and fiscal viability not only of the County itself but many of the cities in the county. Jobs help create a tax base that supports public facilities and services in neighborhoods, including parks, libraries, schools as well as police and fire protection. The County of Monterey also receives a portion of the property taxes generated by job creation and uses those funds to provide regional parks, jobs training and public health programs to all County residents.
- Job creation cannot occur without investments in public facilities and services that are needed to support business activities. In particular, much of the economic potential of former Fort Ord is dependent on the completion of the Eastside Parkway that would provide a more efficient link between the Salinas Valley communities and the Monterey Peninsula.

In conclusion, the former Fort Ord Base Reuse Plan, which is designed to balance economic prosperity with environmental quality, gives authority to the adjacent cities and the county to plan for the specific projects that will occur within their jurisdiction. The proposed voter initiatives violate this principle and would result in lower job creation potential at former Fort Ord.

## JOB CREATION POTENTIAL AT FORMER FORT ORD

As discussed above, the FORA Base Reuse Plan is intended to achieve a variety of public goals including environmental preservation and mitigation, development of a significant concentration of education institutions and facilities and providing an employment base for future generations of residents. While significant progress has been made in terms of environmental preservation and development of the educational facilities, little has occurred to date to support economic development.

### THE LONG TERM PICTURE

It is vitally important to keep perspective on the big picture for Monterey County to maintain the proper balance of job growth and environmental and community quality. As noted by the FORA consultants,

*"Emphasis must be placed on the end state result of BRP patterns; that is, how do uses relate to one another at the build out of the plan? Economic cycles and other external factors will continually interfere with the pace and pattern of development, which may contribute to an interim emphasis on residential development, leading the way for longer term realization of office and research and development (R&D) uses. Through these cyclical fluctuations, it is critical that long term economic prospects are monitored to conform to end state objectives for cohesive, balanced growth and development responding to and reflecting the policy goals set for the in the BRP."<sup>1</sup>*

In the recent Base Reuse Plan Re-Assessment, the build out potential for new jobs at former Fort Ord is described as about 18,000 jobs, of which nearly 4,000 are already in existence, many at California State University Monterey Bay (CSUMB). Therefore, the remaining development capacity is only 14,000 jobs (Table 1). As planners have sought to find ways to reduce traffic congestion and impacts to habitat and water resources, dedication of land to permanent open space has been maximized.

**TABLE 1:  
PROJECTED JOB CREATION POTENTIAL AT FORMER FORT ORD**

	Retail	Office	Industrial	Hotel	Total
Employment Categories					
Manufacturing			220		220
TPU			340		340
Wholesale Trade			1,720		1,720
Retail Trade	3,410				3,410
Prof/Scien/Tech		610	170		780
Education		610	170		780
Health		2,230			2,230
Lodging				1,200	1,200
Other Services		230	60		290
Government		2,560	430		2,990
<b>Total</b>	<b>3,410</b>	<b>6,240</b>	<b>3,150</b>	<b>1,200</b>	<b>14,000</b>

Source: ADE, based on data provided in EPS, Fort Ord Base Reuse Plan Reassessment – Market and Economic Analysis, August 15, 2012.

<sup>1</sup> EPS, Fort Ord Base Reuse Plan Reassessment – Market and Economic Analysis, August 15, 2012.

Further removal of development designations on properties currently planned for job creation will reduce opportunities for economic advancement for residents not only on the Monterey Peninsula but across the entire Monterey County. The businesses providing jobs at former Fort Ord will in turn do business with other enterprises throughout the county, buying supplies and services they need. This will create more than 1,900 additional jobs in other cities throughout the county (Table 2). In addition, the workers themselves will live in many different cities in Monterey county and will spend their wages close to home at local retail and services businesses. This household spending will support another 8,700 jobs in these local communities. Altogether, the 14,000 permanent jobs at former Fort Ord will support another 10,600 jobs throughout Monterey County, generating a total of \$1.47 billion in wages for Monterey County workers.

**TABLE 2:  
ECONOMIC MULTIPLIER EFFECTS OF  
PROJECTED JOB DEVELOPMENT AT FORMER FORT ORD**

Source of Job Creation	Jobs	Worker Income (\$millions)
Onsite Jobs	14,000	\$873.5
Offsite Business to Business	1,900	\$94.5
Offsite Household Spending	8,700	\$503.9
<b>Total Effect</b>	<b>24,600</b>	<b>\$1,471.9</b>

*Source: ADE, based on IMPLAN Input-Output Model.*

In addition, the process of constructing the business spaces and homes at former Fort Ord will help stimulate the county construction industry, which has seen very difficult times during the recession. Over a thirty year period, it is estimated that construction activity at former Fort Ord would create about 475 construction jobs onsite per year, which would in turn support another 450 jobs in communities throughout the county.

**EFFECT OF VOTER INITIATIVES ON JOB CREATION**

The proposed voter initiatives would have differing effects on job creation at former Fort Ord. Table 3 compares the figures presented above related to the existing Base Reuse Plan to the changes that would occur if each of the voter measures passes.

With Measure M, both the Whispering Oaks development and the University Corporate Center business park would not be possible. In addition, the removal of the Eastside Parkway from the FORA road network would make the Seaside East Concept plan area infeasible. Measure M adds a minor retail site, but overall would result in the loss of 20,910 of the onsite and offsite jobs potential that could otherwise be developed in the existing Base Reuse Plan. This would reduce future workers incomes by \$1.25 billion dollars per year.

Measure K would also remove the Whispering Oaks development and the University Center Corporate Park, but would add in other retail, office and recreational uses that would support an estimated 1,990 jobs. Measure K would not affect the Eastside Parkway or the Seaside East Concept Plan area. The net effect from Measure K would to reduce job potential by 4,335 jobs and \$257.3 million in worker incomes per year.

**TABLE 3:  
COMPARISON OF CURRENT BASE REUSE PLAN  
WITH MEASURES M AND K**

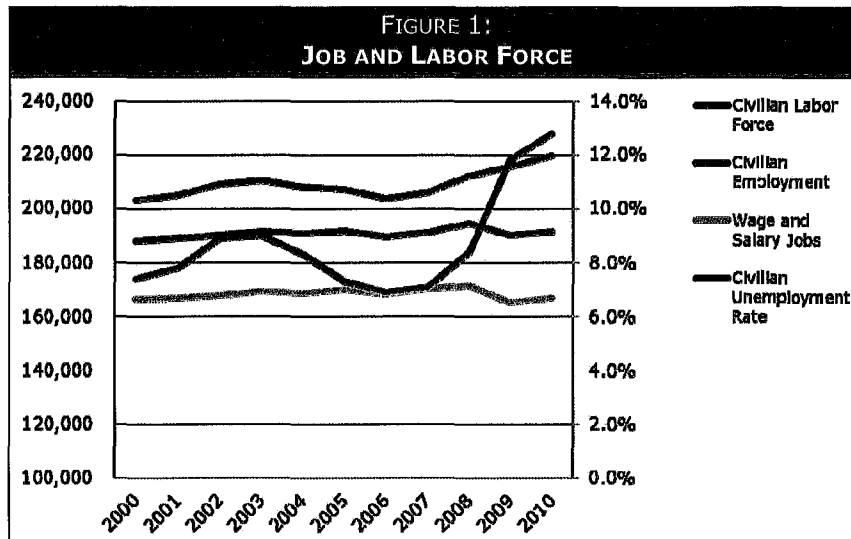
	<b>Jobs</b>	<b>Worker Income (\$mil.)</b>
<b>Current Fort Ord Base Reuse Plan</b>		
On-site Permanent Jobs	14,000	\$873.5
On-site Construction Jobs	475	\$31.1
Off-site Regional Jobs	11,050	\$621.9
<b>Total</b>	<b>25,525</b>	<b>\$1,526.5</b>
<b>Measure M</b>		
<b>Subtracts:</b>		
Office/R&D	2,420	\$151.0
Business Park/Industrial	1,800	\$112.3
Seaside East Plan	7,300	\$455.5
Onsite Construction Jobs	390	\$25.6
Regional Off-site Jobs	9,020	\$507.7
<b>Subtotal</b>	<b>20,930</b>	<b>\$1,252.0</b>
<b>Adds:</b>		
Retail	20	\$1.2
<b>Net Loss of Jobs and Income</b>	<b>20,910</b>	<b>\$1,250.7</b>
<b>Measure K</b>		
<b>Subtracts:</b>		
Office/R&D	2,420	\$151.0
Business Park/Industrial	1,800	\$112.3
Onsite Construction Jobs	145	\$9.5
Regional Off-site Jobs	3,315	\$186.6
<b>Subtotal</b>	<b>7,680</b>	<b>\$459.4</b>
<b>Adds:</b>		
Office/Commercial	1,740	\$108.6
Recreational	250	\$15.6
Onsite Construction Jobs	70	\$4.6
Regional Off-site Jobs	1,285	\$72.3
<b>Subtotal</b>	<b>3,345</b>	<b>\$202.0</b>
<b>Net Loss of Jobs and Income</b>	<b>4,335</b>	<b>\$257.3</b>

Source: ADE

The remaining sections of this memo discuss some of the implications of altering the current land uses in the approved base reuse plan.

### **COUNTYWIDE TRENDS IN LABOR FORCE GROWTH VS. JOB GROWTH**

There is a significant need to foster continued job growth in order to provide employment opportunities for young people entering the labor force in the County. For example, during the recession, jobs in Monterey County declined somewhat in 2009 but then began to recover slowly as soon as 2010 (Figure 1). However, the labor force continued to grow more quickly and much of the steep rise in unemployment was due to this mismatch between job seekers and available jobs. AMBAG forecasts continue population and labor force growth in Monterey County and there must be a similar growth in jobs in order for young people to be able to stay in the County when they are seeking work. As discussed below, this is an issue not only of the number of jobs, but the type of jobs available to college educated young people in the County.



As shown in Table 4 below, there is a broad trend throughout Monterey County toward an increasingly educated workforce. With a labor force of 220,000 people, nearly 70,000, or 31 percent, have at least a Community College degree or higher. However, looking at the types of jobs in Monterey County, most of them are in agriculture, government, accommodations, restaurants and retail (Figure 2). Aside from government, the business sectors that predominantly offer job opportunities for college educated workers - health care, education, professional and business services, financial activities and information - add up to just over 30,000 jobs in total and only about 18,000 of those actually require a college education. This means that thousands of Monterey county workers must take jobs below their skill level or commute to the Bay Area to work.

**TABLE 4:  
UPWARD GROWTH IN COLLEGE EDUCATED WORKFORCE**

County//City	Year 2000 Percent with College Degree*	Year 2010 Percent with College Degree
Monterey County	29%	31%
Carmel-by-the-Sea	63%	73%
Gonzales	12%	9%
Greenfield	6%	15%
King City	11%	12%
Marina	22%	31%
Monterey	54%	57%
Salinas	18%	20%
Seaside	24%	27%
Soledad	7%	11%

\*Persons 25 years and older with AA degree or higher.  
Source: US Census 2000 and 2010.



Source: EDD

These skill requirements are reflected in the average wages paid in each of the industries (Table 5). Agriculture, retail and accommodations and food service are among the lowest paid while information, finance and professional and technical services actually pay a living wage on average.

**TABLE 5:  
AVERAGE ANNUAL WAGES BY INDUSTRY, MONTEREY COUNTY, 2011**

NAICS	Industry Description	Average Wages
-----	<b>Total</b>	<b>\$36,554</b>
11	Agriculture, Forestry, Fishing and Hunting	\$28,335
21	Mining, Quarrying, and Oil and Gas Extraction	\$88,469
22	Utilities	\$107,685
23	Construction	\$47,757
31	(31-33) Manufacturing	\$44,396
42	Wholesale Trade	\$67,956
44	(44-45) Retail Trade	\$29,523
48	(48-49) Transportation and Warehousing	\$48,654
51	Information	\$58,693
52	Finance and Insurance	\$73,116
53	Real Estate and Rental and Leasing	\$37,251
54	Professional, Scientific, and Technical Services	\$59,298
561	Administrative and Support Services	\$30,816
562	Waste Management and Remediation Services	\$57,622
61	Educational Services	\$41,029
62	Health Care and Social Assistance	\$51,411
71	Arts, Entertainment, and Recreation	\$37,548
72	Accommodation and Food Services	\$22,603
81	Other Services (except Public Administration)	\$25,265

Source: IMPLAN Census of Employment and Wages, 2011.

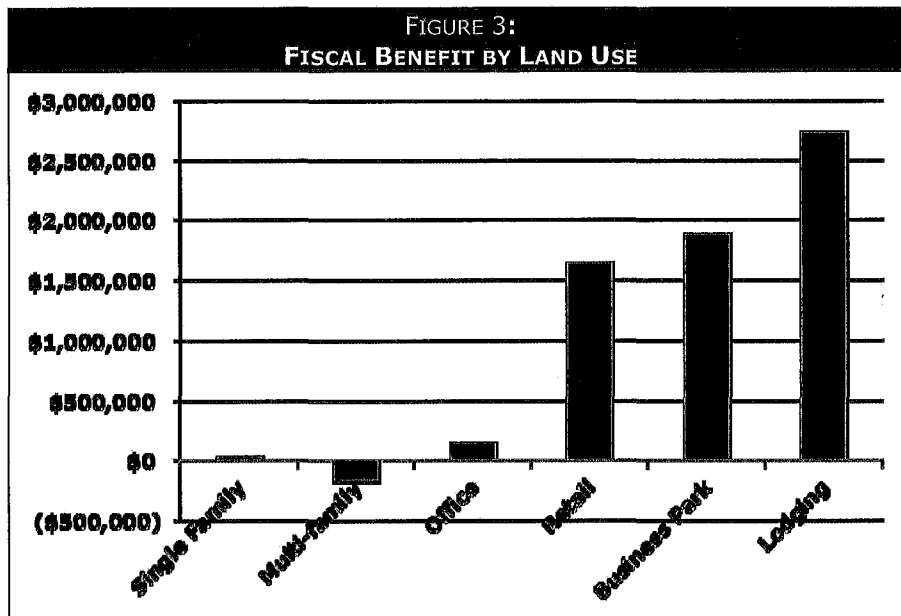


A majority of the jobs in Monterey County are in the lowest paid business sectors – agriculture, accommodations, food services, and retail.

### FISCAL EFFECTS OF JOB CREATION

All of the cities and the County have had a difficult time during the recession maintaining public services as tax revenues have declined. For example, the City of Seaside has had to reduce its staff by 30 percent (51 positions) and the General Fund reserve has been depleted from a level of \$5.1 million just a few years ago to zero currently. These budget cuts and service reductions have had a devastating effect on the quality of life of Seaside citizens, and they have been similar for many cities in the region as well as Monterey County itself.

It is important to recognize that creating jobs also helps create public revenues that can help support services needed by residents of the county. This is because businesses pay taxes just like residents do but require much less in services than do residential neighborhoods (Figure 3). Also, retail and lodging businesses generate sales taxes and bed taxes that cities or the county cannot receive without the presence of these businesses. Therefore, the job base in the community also creates the tax base that helps provide and maintain parks, libraries, schools, as well as police and fire protection for the neighborhoods.



Source: ADE.

The job creation proposed at former Fort Ord would not only help the adjacent cities strengthen their fiscal foundation, but also the County of Monterey, which affects all residents of the County. The County not only receives tax revenue from property in the unincorporated area but also a portion of the property taxes generated throughout the county. The County in turn provides services to all county residents, including regional parks, jobs training programs, and public health programs among others.

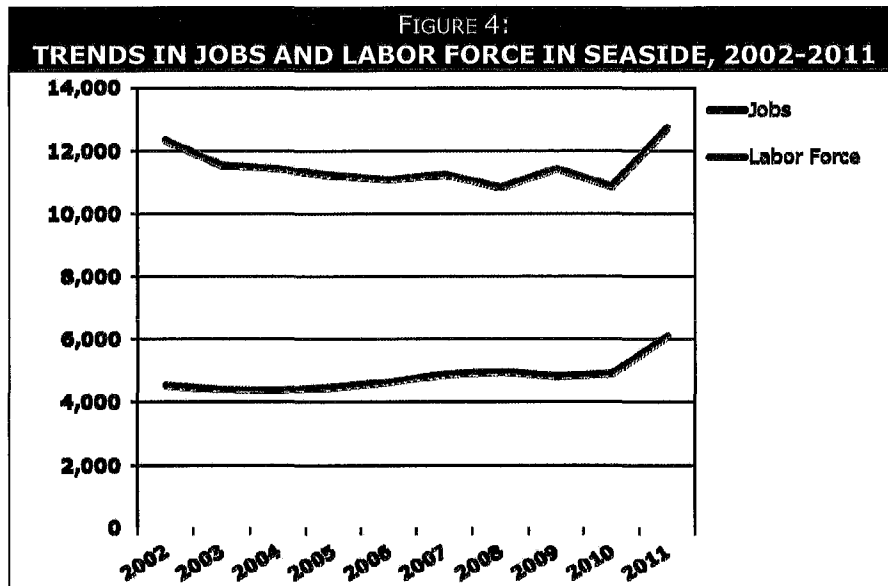
## EASTSIDE PARKWAY

The planned Eastside Parkway is an essential part of the infrastructure needed to realize the potential at former Fort Ord. It is designed to relieve existing and future traffic congestion through the center of the former Fort Ord area and in particular to connect Salinas and areas along the 101 corridor with job centers and communities on the Monterey Peninsula. As described by FORA, the, "Eastside Parkway links Inter-Garrison Road to Gigling Road and Eucalyptus Road. It is designed as a two-lane roadway to supplement the traffic capacity of existing Highway 68 and the Blanco/Reservation Road connections between Salinas/Highway 101 and the Peninsula/Highway 1. The commute route of Davis Road – Inter-Garrison Road – Eastside Parkway will decrease traffic on the two existing connectors. At the same time, the alignment of the Inter-Garrison Road and Eastside Parkway intersection encourages through traffic movement around the California State University Monterey Bay (CSUMB) campus, *protecting the campus from regional traffic* as noted in CSUMB recent planning work *and at their request.*"<sup>2</sup> If the Base Reuse Plan is changed to remove this vital transportation link, it will dramatically reduce the job creation potential at former Fort Ord.

## SEASIDE ECONOMY

The City of Seaside provides an example of the need for job creation at former Fort Ord. Seaside has less than half the number of jobs needed by its workforce. The labor force trend between 2002 and 2011 for Seaside shown below is for workers 25 years and older (Figure 4). EDD estimates there are more than 18,000 total workers 16 years and older in Seaside. Based on these figures, Seaside would need to develop 6,000 to 12,000 more jobs in order to provide job opportunities for all its residents in the labor force.

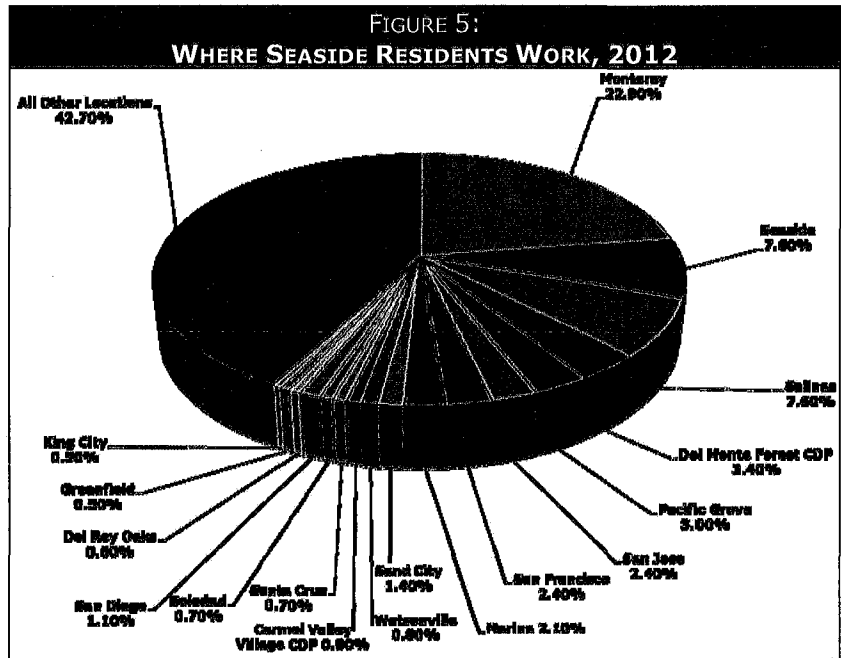
One result of not having sufficient jobs is that Seaside workers commute over a wide area. As shown in Figure 5 below, only 7.6 percent of the Seaside workforce lives and works in Seaside. The largest portion of residents commutes to the city of Monterey for work, with about 7.5 percent commuting to Salinas. However, a portion commutes to San Jose and San Francisco as well as all the way down the Salinas Valley to King City.



Source: Local Employment Dynamics

<sup>2</sup> Fort Ord Reuse Authority, Eastside Parkway-Questions and Answers, accessed from [www.FORA.org](http://www.FORA.org) on August 23, 2013.

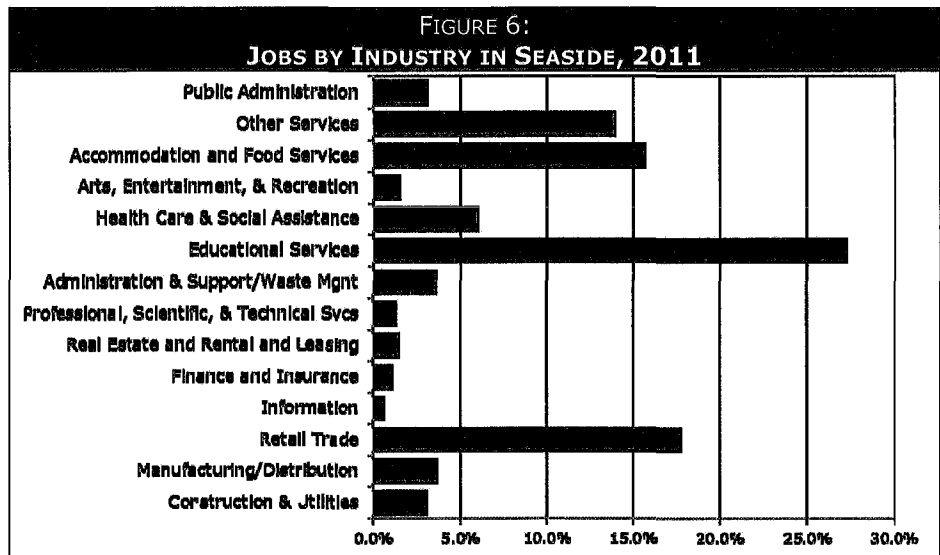
In terms of the quality of jobs in Seaside, the City is largely a service economy, offering limited career-path jobs for new workers, despite the excellent educational facilities in the area. Educational services is the largest job category in Seaside (Figure 6) and while those jobs are moderately well paid, the next highest job categories are retail, accommodation and food services, and other services. As shown in Table 5 above, based on average income levels by industry for Monterey County, these are among the lowest paid job categories.



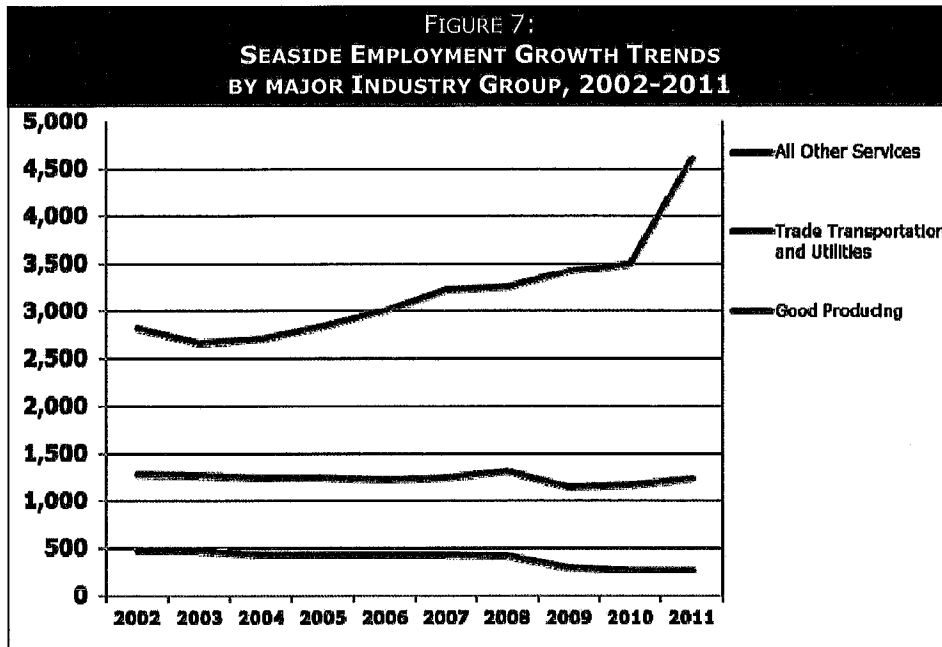
Source: Local Employment Dynamics

Applying these average income levels to the job mix in Seaside indicates that the overall average wage in Seaside is about \$37,200, only slightly higher than the countywide average, which is heavily affected by agricultural and tourism-related jobs.

As shown in Figure 7, Seaside has seen some recent growth in additional services jobs but the higher paying goods producing jobs (manufacturing) have continued to decline even after the recession.

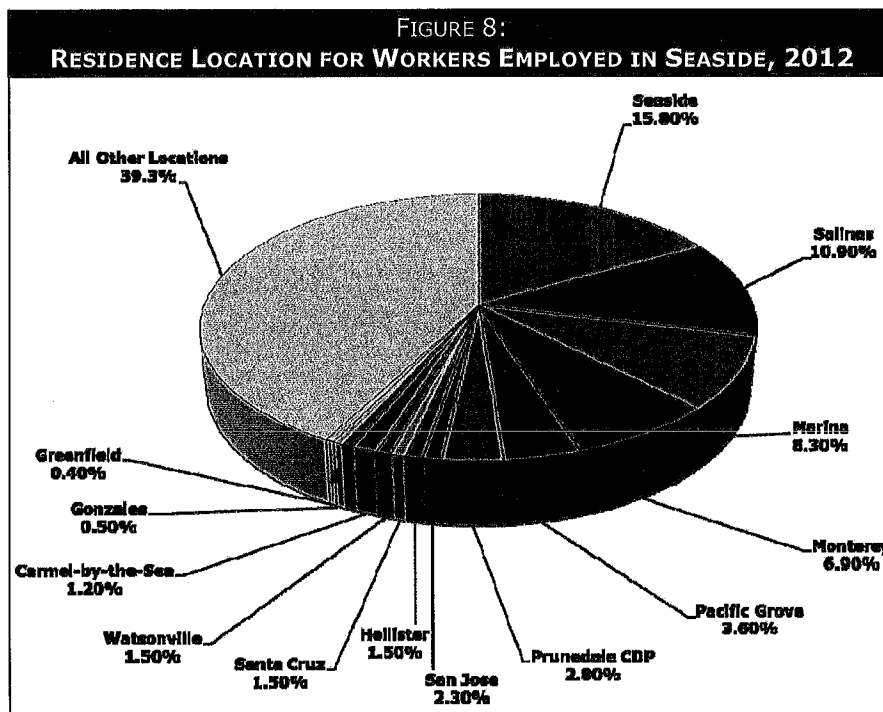


Source: Local Employment Dynamics



Source: Local Employment Dynamics

Seaside is part of the Monterey Peninsula and the former Fort Ord Area that serves a regional labor force, including not only local residents but also workers from Salinas and elsewhere in the Salinas Valley. Figure 8 shows where workers live who are employed in Seaside. Nearly 16 percent of the jobs in Seaside are held by Seaside residents, but the next largest group comes from Salinas and workers do commute in from further down in the Salinas Valley. The job center at former Fort Ord is a regional resource for economic opportunity.



Source: Local Employment Dynamics

## **JOB CREATION AT FORMER FORT ORD IN SEASIDE**

The area located near the intersection of General Jim Moore Boulevard and Eucalyptus Road in Seaside (Seaside East Concept Plan Area) would be one of the prime areas for job creation at former Fort Ord. Although this area is south of the land directly affected by Measures M and K, it is dependent on the completion of the Eastside Parkway in order to avoid traffic impacts. As currently planned, this area would provide a mix of land uses that would not only create career-oriented job opportunities and international exposure to Seaside but also help to balance the fiscal tax base for the City, which has had to undergo substantial staff and service reductions in recent years.

The main job creation opportunity in the Seaside East area, as at former Fort Ord in general, is in the creation of new business parks. This type of development would do the most to help diversify the City economy and increase the income levels for local workers. As discussed above, in Seaside the average wage is only slightly higher than the countywide average, at \$37,200, due to the prevalence of lower level services and retail jobs. In contrast, the proposed business park and office developments in the Eastside area and elsewhere at former Fort Ord would help to attract businesses in the higher paying sectors, such as Information Technology, Finance and Insurance, Professional, Scientific and Technical Services and Administrative and Support Services. Collectively, average wages in these sectors are 50 percent higher than the City or County average wage (see Table 5 above).

Seaside workers who currently commute out of the City to work have the skills to benefit from many of these new jobs, but do not currently have the opportunity. As shown in Table 6, 21.2 percent of Seaside employed residents work in industries that would typically locate in a business park. This amounts to more than 3,200 workers, but only 488 of the jobs in Seaside, or 8 percent, currently fall into that category.

**TABLE 6:  
INDUSTRY OF EMPLOYMENT FOR SEASIDE WORKERS, 2010**

Industry	Workers	Percent
Civilian employed population 16 years and over	15,109	100%
Agriculture, forestry, fishing and hunting, mining	257	1.7%
Construction	801	5.3%
Manufacturing	367	2.4%
Wholesale trade	164	1.1%
Retail trade	1,923	12.7%
Transportation and warehousing, and utilities	417	2.8%
Information	291	1.9%
Finance and insurance, and real estate	706	4.7%
Professional, scientific, and management, and administrative and waste management services	2,212	14.6%
Education, health care and social assistance	2,802	18.5%
Arts, entertainment, and recreation, and accommodation and food services	3,516	23.3%
Other services, except public administration	1,016	6.7%
Public administration	637	4.2%

*Source: American Community Survey*

## **CONCLUSION**

The quality of life for Monterey County residents is dependent on a reasonable opportunity for economic prosperity as well as the availability of a beautiful natural environment and attractive community amenities. It is important that jobs in the region provide a diversity of employment opportunities to match the skills of the workforce and to provide the household incomes necessary to meet housing and living costs in the area. In addition, a balance of residential and non-residential land uses is important to provide the tax base necessary to support basic public services such as police and fire protection, as well as parks and recreation for residents throughout the county. The former Fort Ord Base Reuse plan, if implemented as it is currently designed, would provide balanced opportunities for economic prosperity as well as for regional open space and educational facilities.

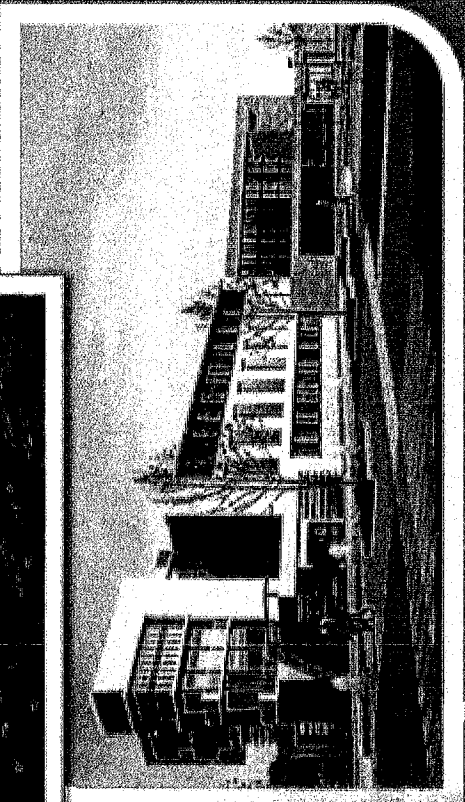
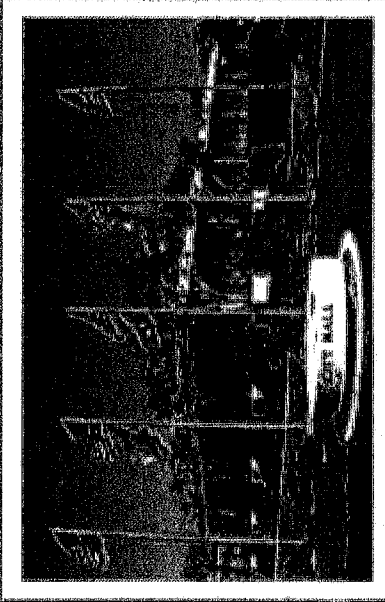
# JOB CREATION AT FORMER FORD ORD

*City of Seaside*

SEPTEMBER 5, 2013

Presented by:

Doug Svensson, AICP

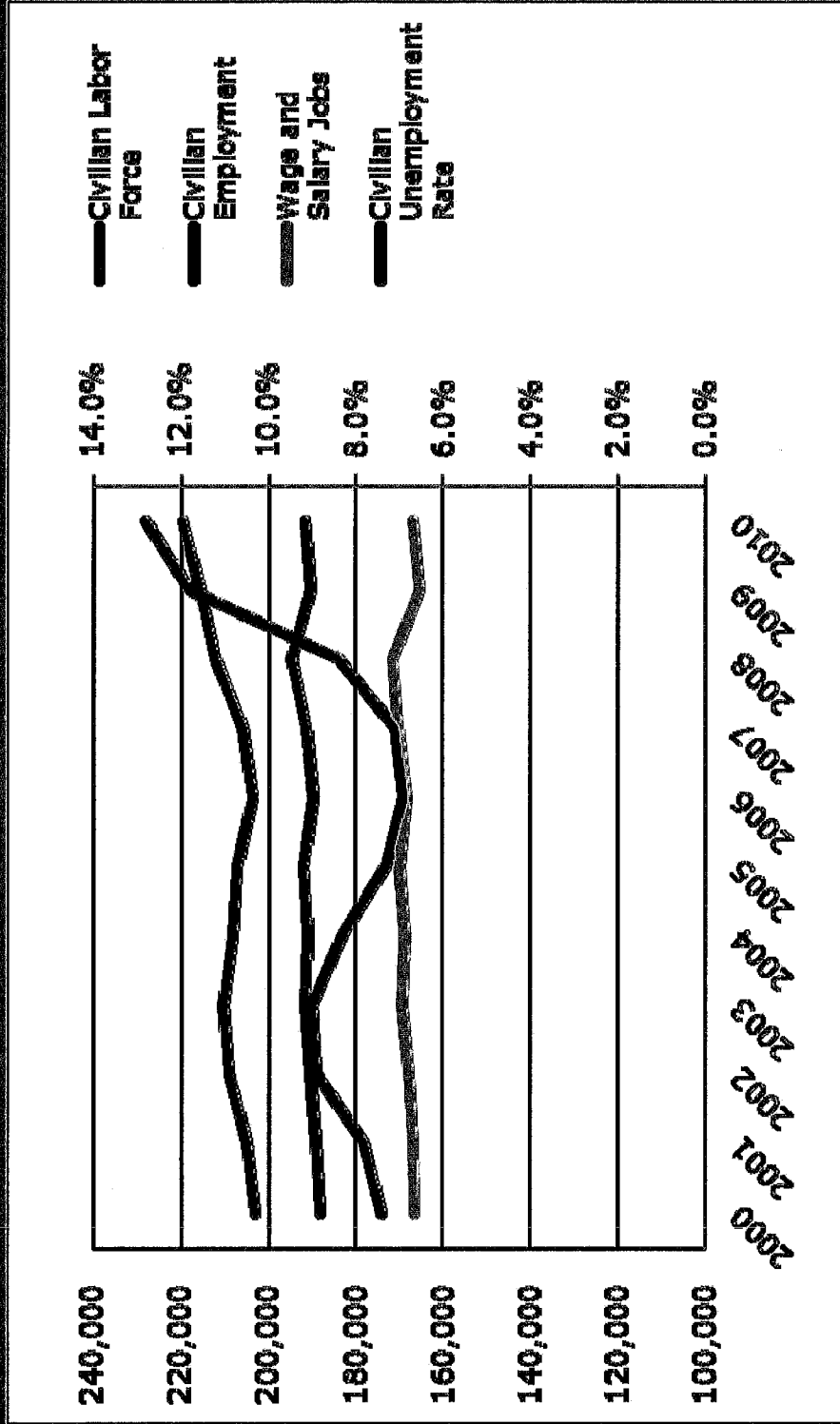


# INTRODUCTION

- The Fort Ord Base Reuse Plan represents a balanced approach to land use.
- It creates a center for higher learning with institutions such as CSUMB, the Monterey College of Law and Monterey Peninsula College.
- It preserves large tracts of open space with more than 20,000 acres dedicated to habitat and recreational uses.
- It also provides areas to replace the 18,000 jobs lost when the military base closed.
- The quality of life for all Monterey County residents depends on realizing the promise of all these components of the Base Reuse Plan.



# MONTEREY COUNTY JOBS AND LABOR FORCE

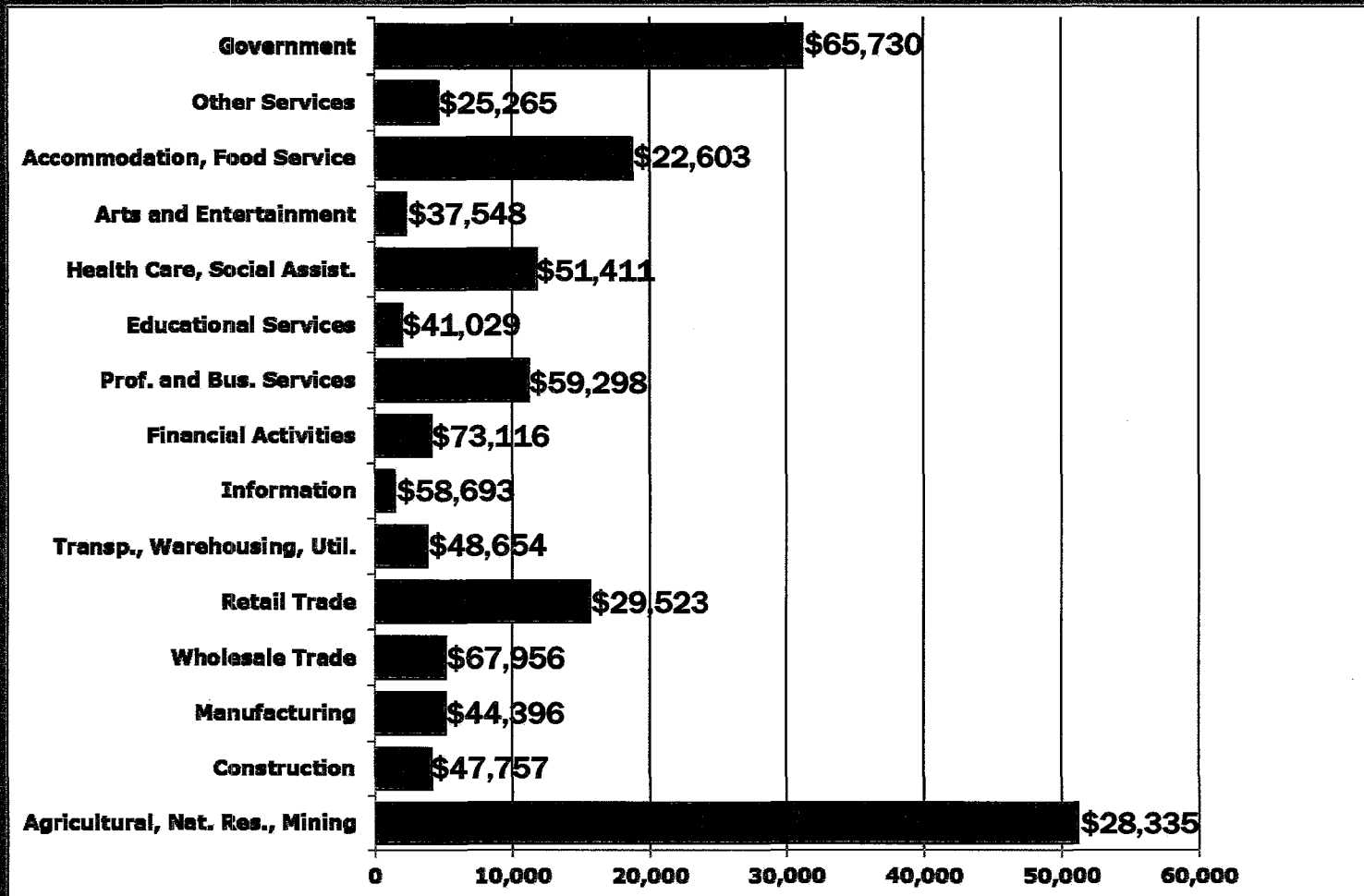


Source: CA Employment Development Department

# JOB QUALITY IS KEY

- The Monterey County labor force is becoming more and more educated.
- Cities across the Monterey Peninsula as well as down the Salinas Valley all have more college graduates in their workforce than ten years ago.
- With the expansion of institutions of higher learning at former Fort Ord and elsewhere in Monterey County, young people need career opportunities that match their skills and education.
- Without those opportunities, Monterey County will continue to see a “brain drain” to the Bay Area and other job centers around the state and nation.

# JOB IN MONTEREY COUNTY, 2012



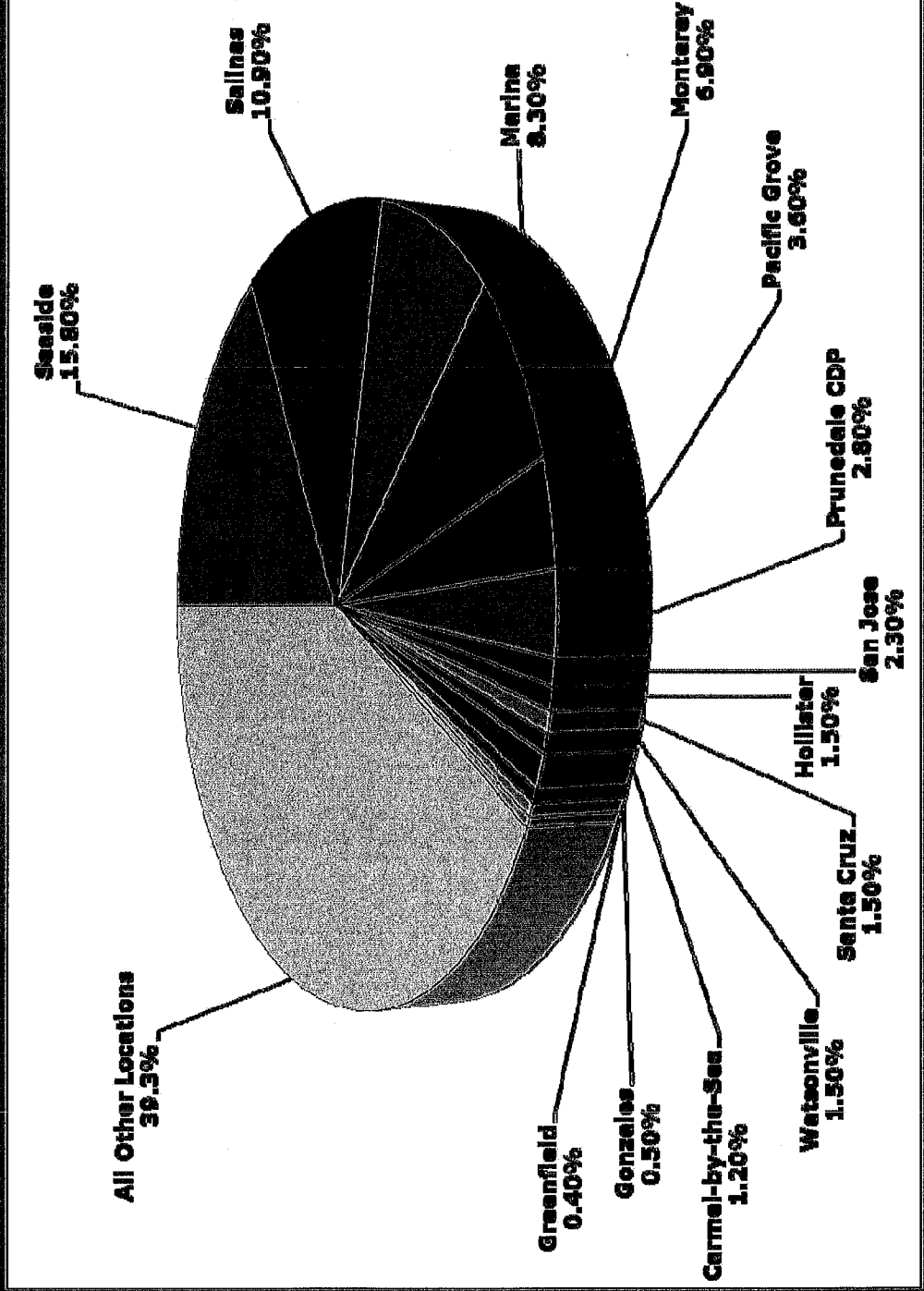
Source: EDD

# PROJECTED JOB CREATION POTENTIAL AT FORMER FORD ORD

Employment Categories	LAND USE					Total
	Retail	Office	Industrial	Hotel	Total	
Manufacturing			220			220
TPU			340			340
Wholesale Trade			1,720			1,720
Retail Trade	3,410					3,410
Prof/Scien/Tech		610	170			780
Education		610	170			780
Health		2,230				2,230
Lodging				1,200		1,200
Other Services		230	60			290
Government		2,560	430			2,990
<b>Total</b>	<b>3,410</b>	<b>6,240</b>	<b>3,150</b>	<b>1,200</b>		<b>14,000</b>

Source: ADE, Inc. based on data provided in EPS, Fort Ord Base Reuse Plan Reassessment - Market and Economic Analysis, August 15, 2012.

# RESIDENCE LOCATION FOR WORKERS EMPLOYED IN SEASIDE, 2012



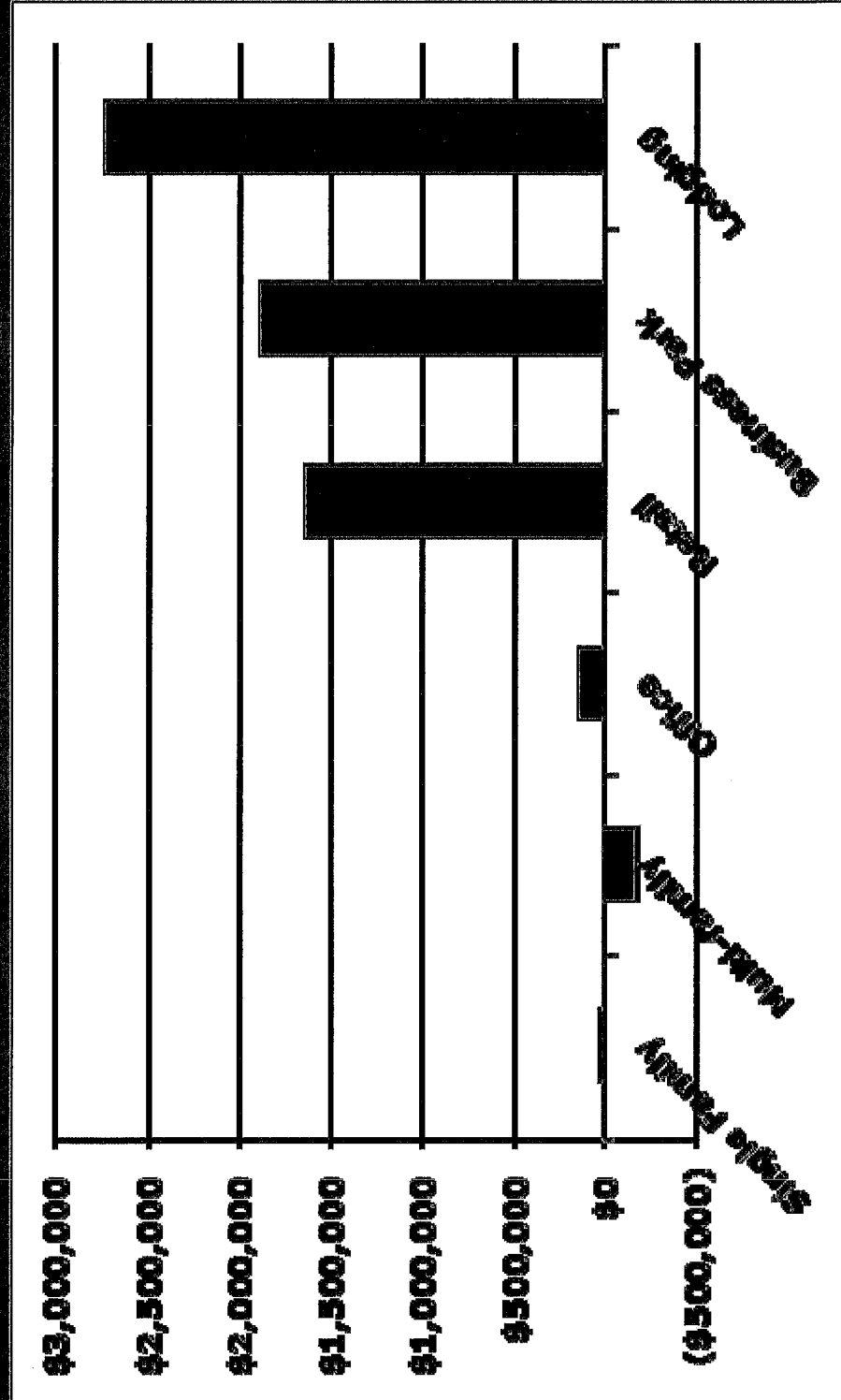
Source: Local Employment Dynamics

# ECONOMIC MULTIPLIER EFFECTS OF PROJECTED JOB DEVELOPMENT AT FORMER FORT ORD

Source of Job Creation	Jobs	Worker Income (\$millions)
Onsite Jobs	14,000	\$873.5
Onsite Construction	475	\$31.1
Offsite Business to Business	2,030	\$101.0
Offsite Household Spending	9,020	\$521.0
<b>Total Effect</b>	<b>25,525</b>	<b>\$1,526.6</b>

Source: ADE, Inc. based on IMPLAN Input-Output Model.

# FISCAL BENEFIT BY LAND USE



Source: ADE, Inc.

# CRITICAL INFRASTRUCTURE: EASTSIDE PARKWAY

- Two-lane roadway to relieve traffic congestion on Highway 68 and State Route 1
- Would carry 7,900 trips that would otherwise impact streets in Marina and Seaside
- Would protect CSUMB from regional through traffic
- Several planned jobs centers are located along this route



# MEASURE "M" JOB IMPACTS

<b>Measure M</b>				
<b>Subtracts:</b>				
	Office/R&D	2,420	\$151.0	
	Business Park/Industrial	1,800	\$112.3	
	Seaside East Plan	7,300	\$455.5	
	Onsite Construction Jobs	390	\$25.6	
	Regional Off-site Jobs	9,020	\$507.7	
	<b>Subtotal</b>	<b>20,930</b>	<b>\$1,252.0</b>	
<b>Adds:</b>				
	Retail	20	\$1.2	
	<b>Net Loss of Jobs and Income</b>	<b>20,910</b>	<b>\$1,250.7</b>	

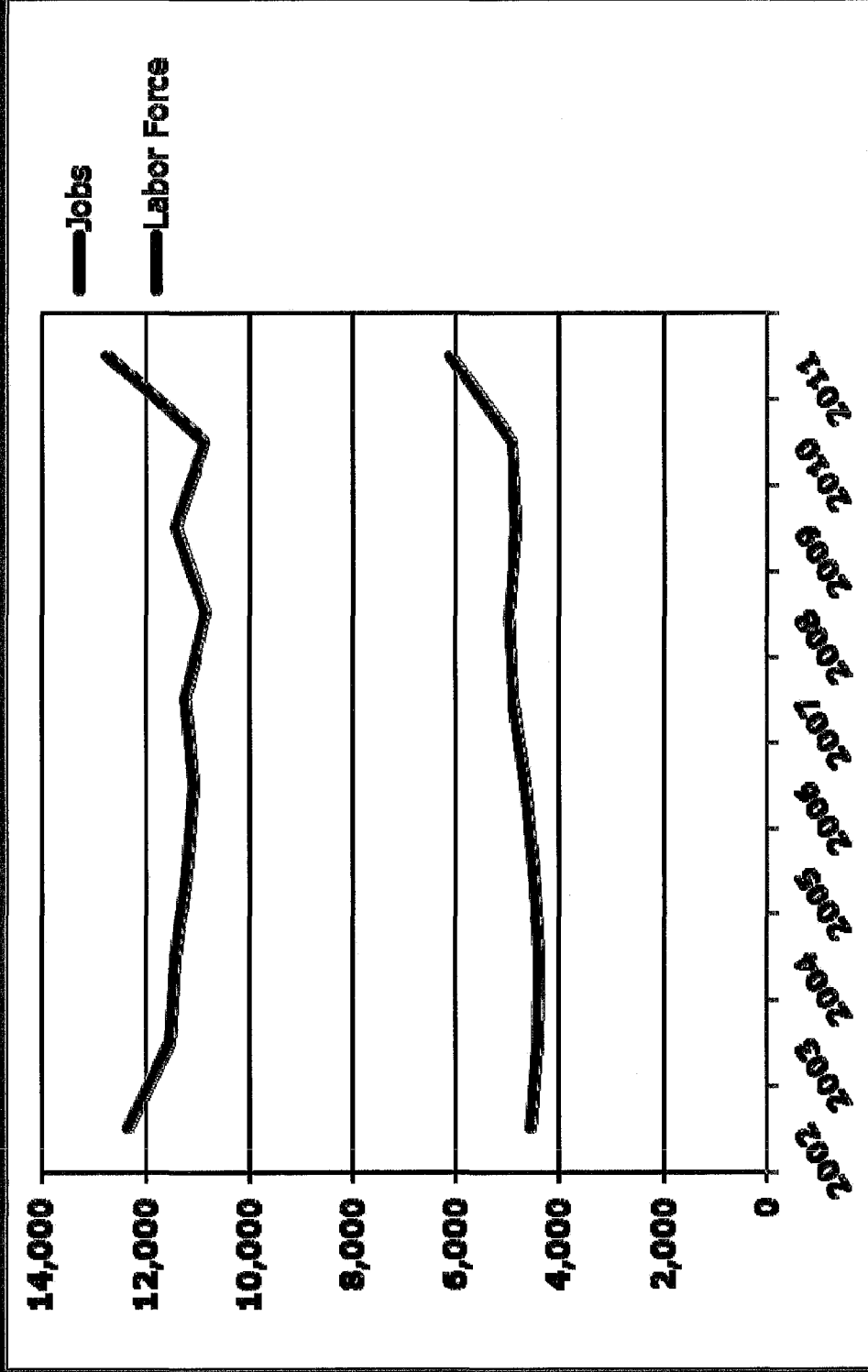
Source: ADE, Inc.

# MEASURE "K" JOB IMPACTS

<b>Measure K</b>				
<b>Subtracts:</b>				
	Office/R&D	2,420	\$151.0	
	Business Park/Industrial	1,800	\$112.3	
	Onsite Construction Jobs	145	\$9.5	
	Regional Off-site Jobs	3,315	\$186.6	
	<b>Subtotal</b>	<b>7,680</b>	<b>\$459.4</b>	
<b>Adds:</b>				
	Office/Commercial	1,740	\$108.6	
	Recreational	250	\$15.6	
	Onsite Construction Jobs	70	\$4.6	
	Regional Off-site Jobs	1,285	\$72.3	
	<b>Subtotal</b>	<b>3,345</b>	<b>\$202.0</b>	
	<b>Net Loss of Jobs and Income</b>	<b>4,335</b>	<b>\$257.3</b>	

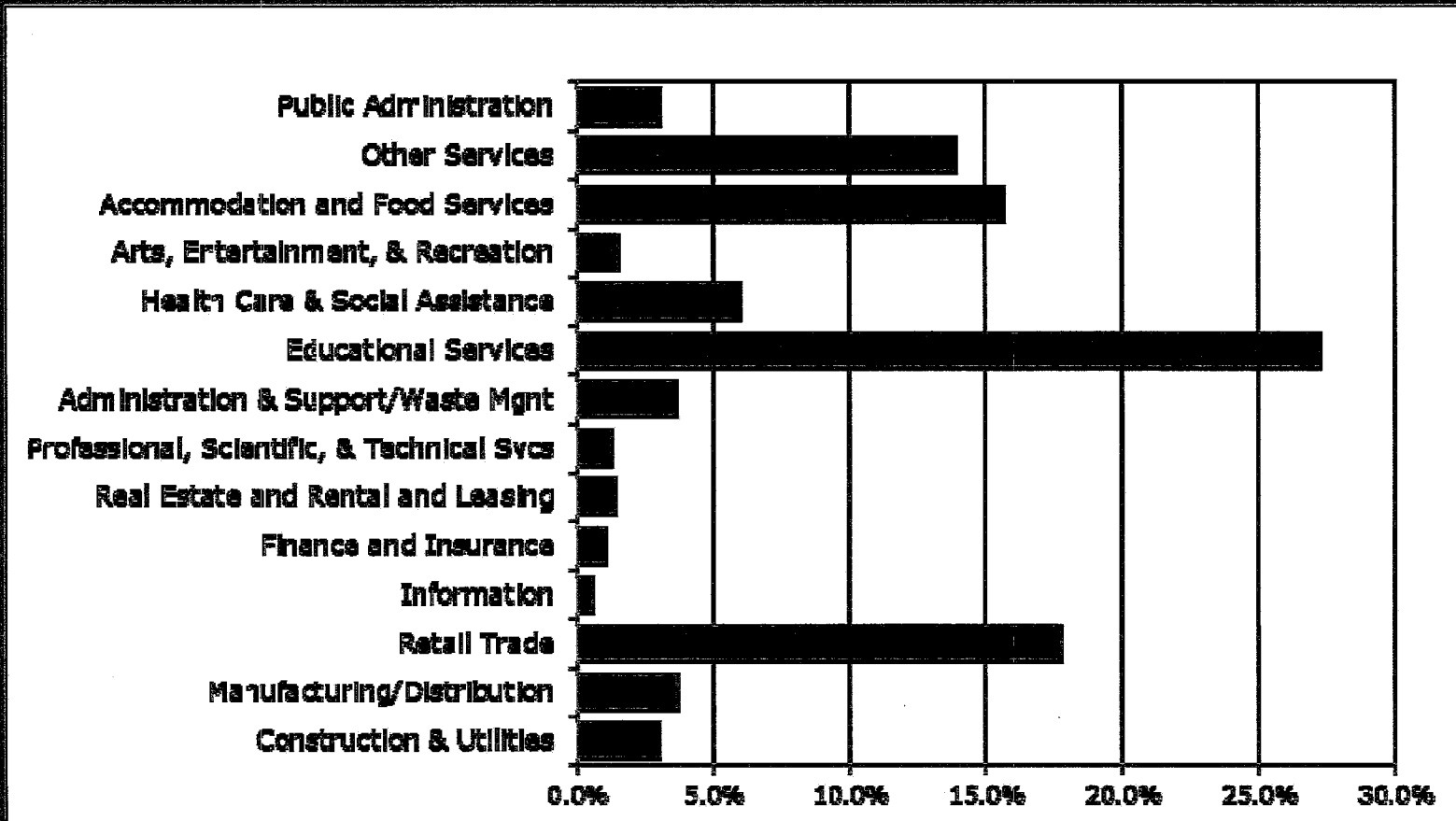
Source: ADE, Inc.

# TRENDS IN JOBS AND LABOR FORCE IN SEASIDE, 2002 - 2011



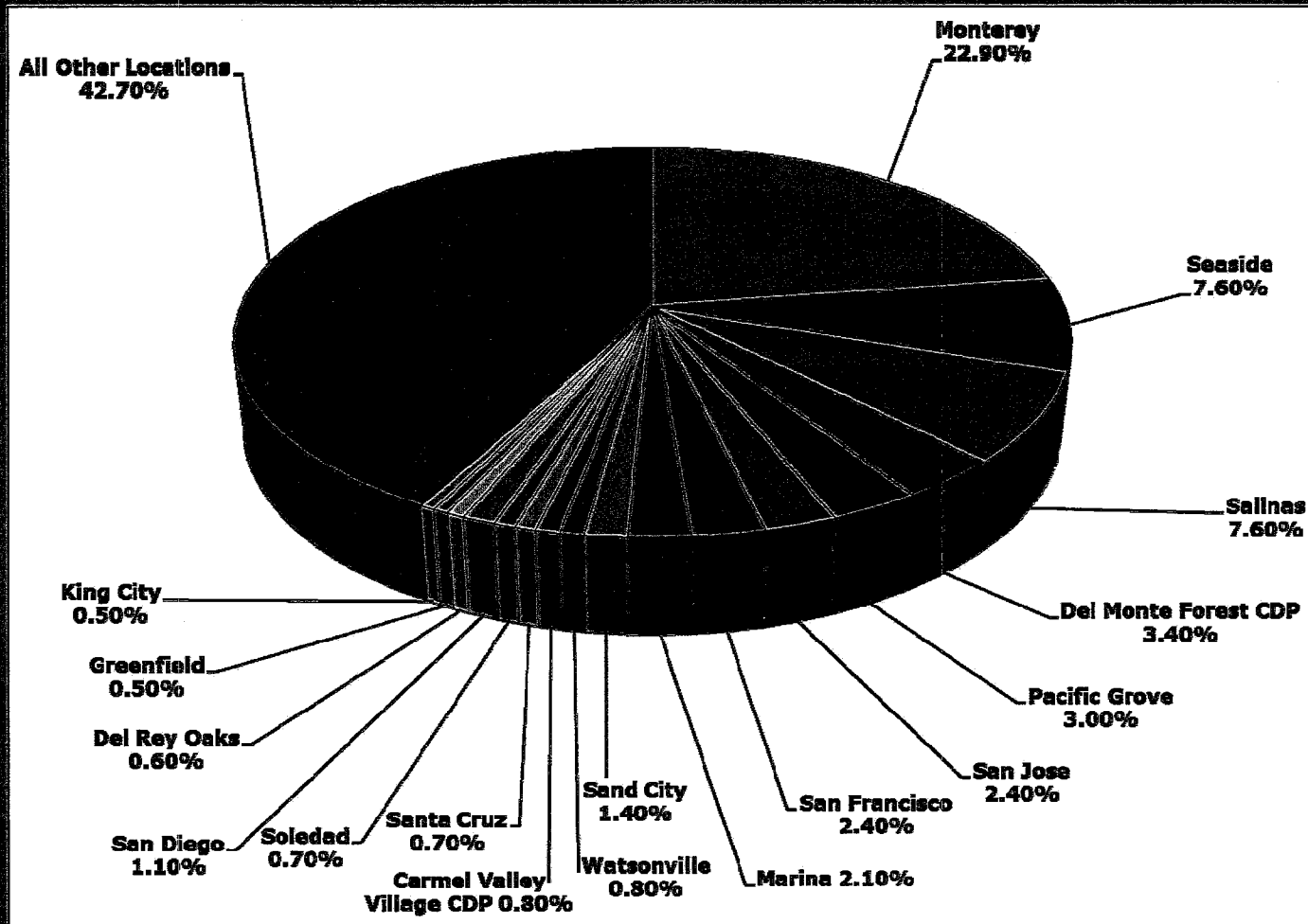
Source: Local Employment Dynamics

# JOBS BY INDUSTRY IN SEASIDE, 2011



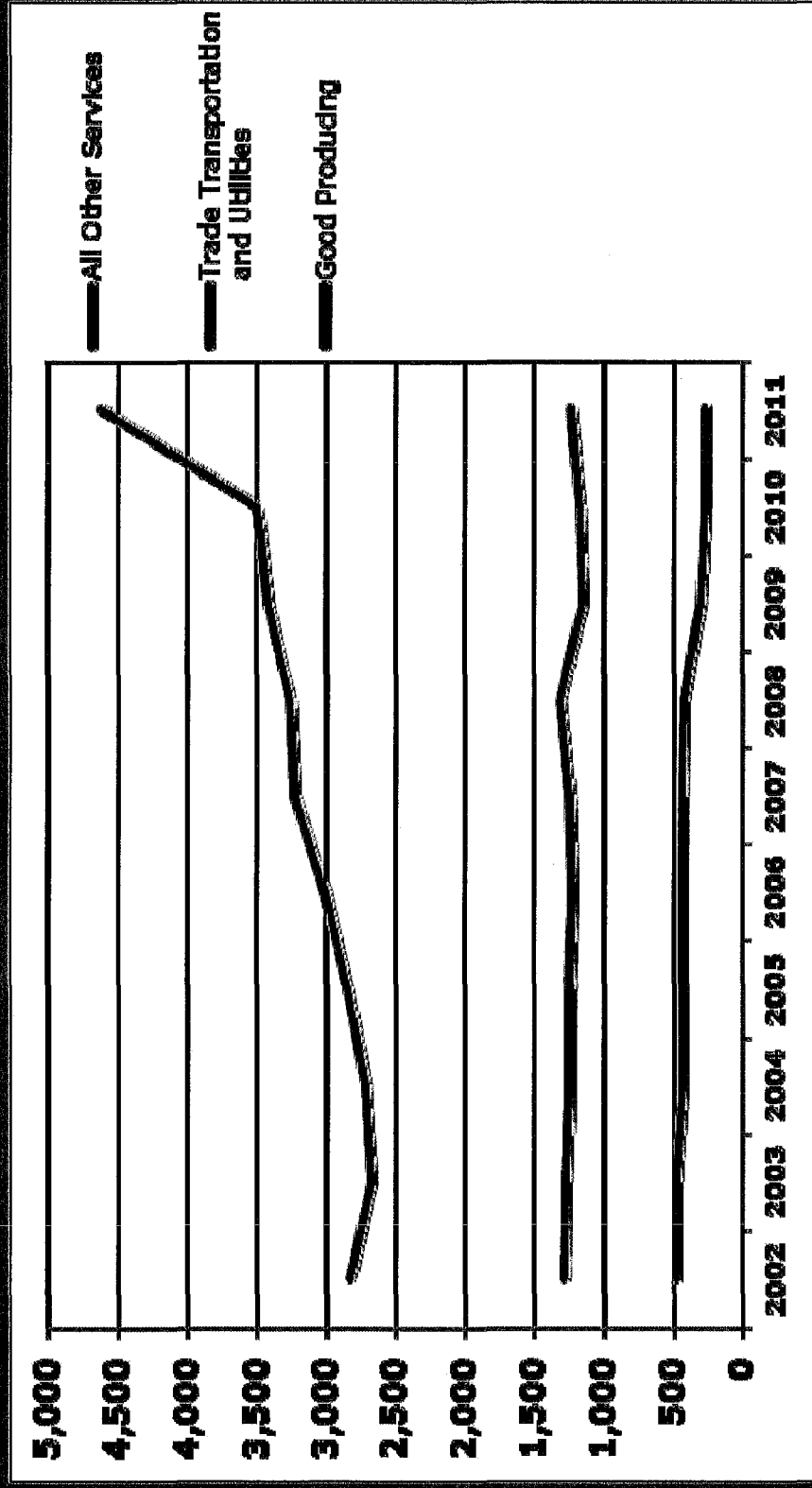
Source: Local Employment Dynamics

# WHERE SEASIDE RESIDENTS WORK, 2012



Source: Local Employment Dynamics

# SEASIDE EMPLOYMENT GROWTH TRENDS BY MAJOR INDUSTRY GROUP, 2002-2011



Source: Local Employment Dynamics

# CONCLUSION

- The quality of life depends on a reasonable opportunity for economic prosperity.
- The region needs a diversity of employment opportunities that match the skills of the workforce.
- A proper balance of residential and non-residential land uses provides the tax base needed to support essential services and public facilities for residential neighborhoods.
- The former Fort Ord Base Reuse Plan provides for all these important needs as well as permanent recreation opportunities for the entire County population.

## Rosalyn Charles

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**From:** Scott Waltz [swaltz@csumb.edu]  
**Sent:** Thursday, September 12, 2013 3:28 PM  
**To:** FORA Board  
**Cc:** Rita Dalessio; Larry Silver; Michael Houlemard  
**Subject:** Sierra Club letter re: 2nd Waltner memo  
**Attachments:** Waltner2\_Response.pdf

FORA Board;

Please accept the attached Sierra Club, Ventana Chapter response to agenda item 8a for the 13 September FORA Board meeting.

Sincerely,

sb

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Scott B. Waltz, PhD.  
Associate Professor, Social Foundations of Education  
California State University Monterey Bay  
100 Campus Center, Building 82C  
Seaside, CA 93955-8001

831.582.5334  
[swaltz@csumb.edu](mailto:swaltz@csumb.edu)

"Your task is to create exciting learning situations. You are neither judge, nor prosecutor, but simply a large person who has a longer past. In fact, you're not really very bright. Children can teach us more about life than the words of all the sages of history. Bend. Heal."

*Acclimitization*, Steve Van Matre

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SIERRA CLUB VENTANA CHAPTER

P.O. BOX 5667, CARMEL, CALIFORNIA 93921

CHAPTER OFFICE • ENVIRONMENTAL CENTER (831) 624-8032

12 September 2013

Dear FORA Board Members:

The Sierra Club appreciates the Board's efforts in obtaining the full scope of work originally contracted with Alan Waltner. Increased clarity on the best way to realize the Fort Ord Reuse Plan (FORP) is beneficial to all interested parties and the regional community, at large.

The complete Alan Waltner 3 September 2013 memo, Evaluation of FORA Legislative Land Use Decisions and Development Entitlement Consistency Determinations, is articulate in its treatment of and focus on consistency determination with regard to density transfer generally and exchange of use re: density, in particular. It includes an analysis of both the latitude and the constraints of the standard for finding a jurisdictional plan in "substantial conformance" (internal consistency, specificity of the FORP program or policy, the uniqueness of the FORA documentation, et al.).

The Sierra Club supports the concluding recommendation of this memo, which echoes the same recommendation in the 3 July Waltner memo: "...an initial study be prepared to evaluate the environmental effects of those revision [potential BRP revisions] ..." (p. 11, ¶2; my brackets), and that "...ultimate CEQA compliance obligations will need to be based on the specifics of the BRP revisions adopted..." The Sierra Club looks forward to such an initial study as it includes the elements discussed in the memo as well as other elements applicable to the FORP, such as noise, water quality and supply, aesthetics, and contiguity of open space for wildlife movement and recreation.

Sincerely,

Scott Waltz, Ph.D.  
Sierra Club, Ventana Chapter  
(SW/RD)

## Rosalyn Charles

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**From:** Haines Jane [janehaines@redshift.com]  
**Sent:** Monday, September 16, 2013 9:04 AM  
**To:** FORA Board  
**Cc:** Spencer Craig; Michael Houlemard; Jonathan Garcia  
**Subject:** Subject: September 17 public hearing to reconsider consistency between 2010 Monterey County General Plan and Fort Ord Base Reuse Plan  
**Attachments:** BOSSept16.pdf

Dear Board of Supervisors:

The attached letter requests your Board to rescind the August 27 approval of a resolution certifying that the 2010 Monterey County General Plan is consistent with the Base Reuse Plan. The attached version of my letter is identical to the version I sent a half hour ago, except that I have changed its format to pdf. Please call me at 375-5913 if you have trouble opening the attached file.

Sincerely,  
Jane Haines

# JANE HAINES

September 16, 2013

email to: cob@co.monterey.ca.us

Monterey County Board of Supervisors  
168 W. Alisal Street  
Salinas, CA 93901

Re: September 17 public hearing regarding reconsideration of 2013 Board of Supervisors resolution finding and certifying that the 2010 Monterey County General Plan as amended is consistent with, and intended to be carried out in a manner fully in conformity with, the Fort Ord Base Reuse Plan, the Fort Ord Reuse Authority's plans and policies, including the Master Resolution, and the Fort Ord Reuse Authority Act.

Dear Board of Supervisors:

Tomorrow you will reconsider your August 27 approval of a resolution certifying that the 2010 Monterey County General Plan is consistent with the Fort Ord Base Reuse Plan. I sent you a letter on August 26 requesting you not to adopt a finding of consistency until the General Plan is in substantial compliance with applicable programs specified in the Base Reuse Plan. This letter addresses that same topic, but from a different perspective. The following discussion shows that the 2010 Monterey County General Plan materially misstates an applicable Base Reuse Plan policy and wholly omits an applicable Base Reuse Plan program.

Your August 27 approval should be rescinded for the following reasons.

First, the Fort Ord Master Plan, which is Chapter 9E in the 2010 General Plan, misstates Recreation/Open Space Land Use Policy A-1 from the Base Reuse Plan (hereafter Policy A-1). The wording of Policy A-1 was revised prior to the 1997 adoption of the Base Reuse Plan as shown in the analysis in pages 4-13 and 4-14 of the Base Reuse Plan Final Environmental Impact Report (hereafter EIR). That analysis determined that certain changes were needed in the Monterey County Base Reuse Plan land use element related to both the protection of open space and compatibility of open space areas with adjacent areas. (Base Reuse Plan EIR pg. 4-14.) Otherwise, a potentially significant environmental impact could result to Monterey County open space lands and lands with irreplaceable natural resources from reuse of the former Fort Ord.

The EIR therefore revised the wording of Policy A-1 using underlining and strike-outs, shown on EIR page 4-14 as follows:

“Recreation/Open Space Land Use Policy A-1: The County of Monterey shall ~~protect~~ encourage the conservation and preservation of irreplaceable natural resources and open space at former Fort Ord.” (See also Base Reuse Plan pg. 270.)

The 2010 Fort Ord Master Plan uses the pre-revision wording for Policy A-1. (See Chapter 9E of the 2010 General Plan, page FO-21.) Consistency between the Master Plan and the Base Reuse Plan requires that the Master Plan use the same wording for Policy A-1 that is used in the Base Reuse Plan. (See the wording in Base Reuse Plan Volume 2, page 270 and Base Reuse Plan EIR at page 4-14.) Policy A-1 in the Monterey County Fort Ord Master Plan must be amended to be consistent with the revised wording for Policy A-1 in the Base Reuse Plan.

Second, the Fort Ord Master Plan omits Base Reuse Plan Recreation/Open Space Land Use Program A-1.2 (hereafter Program A-1.2). Page 4-14 of the Base Reuse Plan EIR added Program A-1.2 to the Base Reuse Plan as a mitigation to prevent significant adverse impacts to Monterey County open space land and land with irreplaceable natural resources. (Volume 2, page 270, see also EIR pg. 4-14.) The Master Plan must be amended to add Policy A-1.2.

Third, the Master Plan’s misstatement of Policy A-1 and omission of Program A-1.2 are likely to cause significant adverse environmental impacts to the 72.5-acre Monterey County Habitat Reserve parcel which the Monterey Downs project will request be annexed from Monterey County into Seaside, known as Army Parcel E19a.2, plus the six Monterey County Open Space/Recreation parcels shown in dark green in the map at Figure #LU6a in the Master Plan, plus any other Monterey County open space lands and lands containing irreplaceable natural resources.

For example, Army Parcel E19a.2 is included within Seaside’s proposed Monterey Downs project even though the parcel is currently under Monterey County jurisdiction. It is a 72.5-acre habitat reserve parcel subject to the *Installation-Wide Multispecies Habitat Management Plan for Former Fort Ord* (hereafter HMP). The HMP requires that Parcel E19a.2 and twelve other parcels which abut the Natural Resource Management Area have management requirements adjoining where the abutment occurs. (See HMP pgs. 4-56 - 4-57). Specifically, fire breaks are required in the area of the abutment and limitations to vehicle access must be installed along the interface. In assessing the implementation status of Program A-1.2, FORA’s 2012 Final Base Reuse Plan Reassessment Report describes the reasons for Program A-1.2a and the fact that Monterey County has not yet implemented it:

“Deed restrictions require compliance with the HMP and implementation of habitat management requirements identified in the HMP. However, the County has not recorded a Natural Ecosystem Easement on open space lands.” (8/15/2012 Scoping Report pgs. 4-34 and 4-35.)

Since the County has not implemented Program A-1.2, the Natural Ecosystem Easement deed restriction for Parcel E19.2 has not yet been recorded. However, if the 2010 General Plan is amended to include Program A-1.2 (as consistency requires), the program’s inclusion would provide a legal means to compel the County, or Seaside if the annexation occurs, to record the deed restriction prior to approval of development entitlement. On the other hand, if the Base Reuse Plan and the current version of the 2010 Monterey County General Plan are found to be consistent notwithstanding the omission of Policy A-1.2 in the General Plan, it may become impossible to enforce the habitat reserve requirements for Parcel E19.2. That result could cause significant adverse environmental impacts.

Parcel E19a.2 and the six open space parcels shown in Figure LU6a are comprised of environmentally sensitive land under Monterey County jurisdiction. Past California Environmental Quality Act review necessitated adoption of Policy A-1 and Program A-1.2 to reduce potentially significant adverse environmental impacts to those parcels. (EIR pg. 4-14.) That protection cannot lawfully be removed in the manner in which it was removed on August 27.

For the foregoing reasons, I request you to rescind your August 27 finding of consistency between the 2010 Monterey County General Plan and the Base Reuse Plan.

Sincerely,

Jane Haines

## Rosalyn Charles

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**From:** Thomas Dimitriou [tdimitriou@csumb.edu]  
**Sent:** Sunday, September 22, 2013 2:07 PM  
**To:** Rosalyn Charles; FORA Board  
**Subject:** Student of CSUMB with a couple questions

Hello Sir or Madam,

My name is Thomas Dimitriou and I am a student attending CSUMB's College of Business. I am doing an assignment involving local organizations and yours has interested me. I am a local and have always supported the idea of reusing the existing resources of Fort Ord rather than letting the land go unused. What I would like to know is if someone within your organization could answer a few quick questions for me? I am going to include them in this E-Mail but I can also call your contact number as well. Trust me though I have made the questions brief because I am sure you are all very busy individuals.

1. What do you, or the average person at FORA, do to help the organization realize its purposes?
2. How do you feel you, or the average person, helps FORA succeed in realizing its goals?
3. As a not-for-profit organization do you feel FORA's ability to realize its goals is impaired? Why, or why not?
4. Do you feel the communities that FORA will help are receptive and optimistic or not as interested as expected?

Thank you again, not only for taking the time to read this but for your organizations service to our local communities. I hope you or someone at your office has time to respond to this or let me know to call for an interview.

Respectfully,  
Thomas Dimitriou