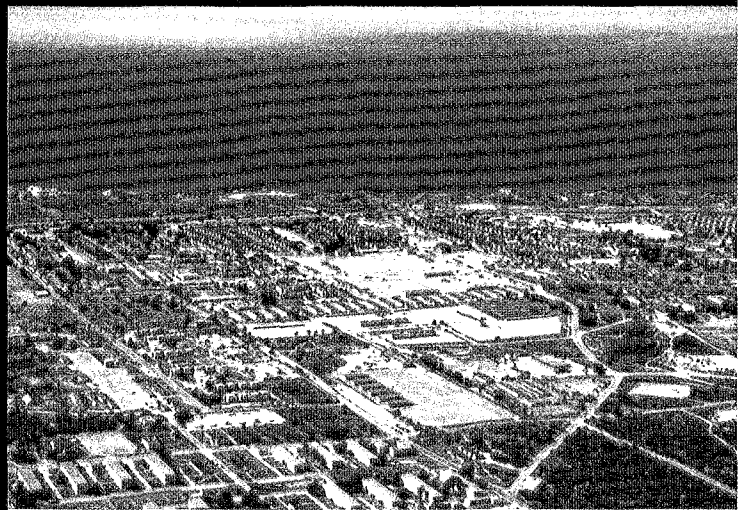


Fort Ord Reuse Authority

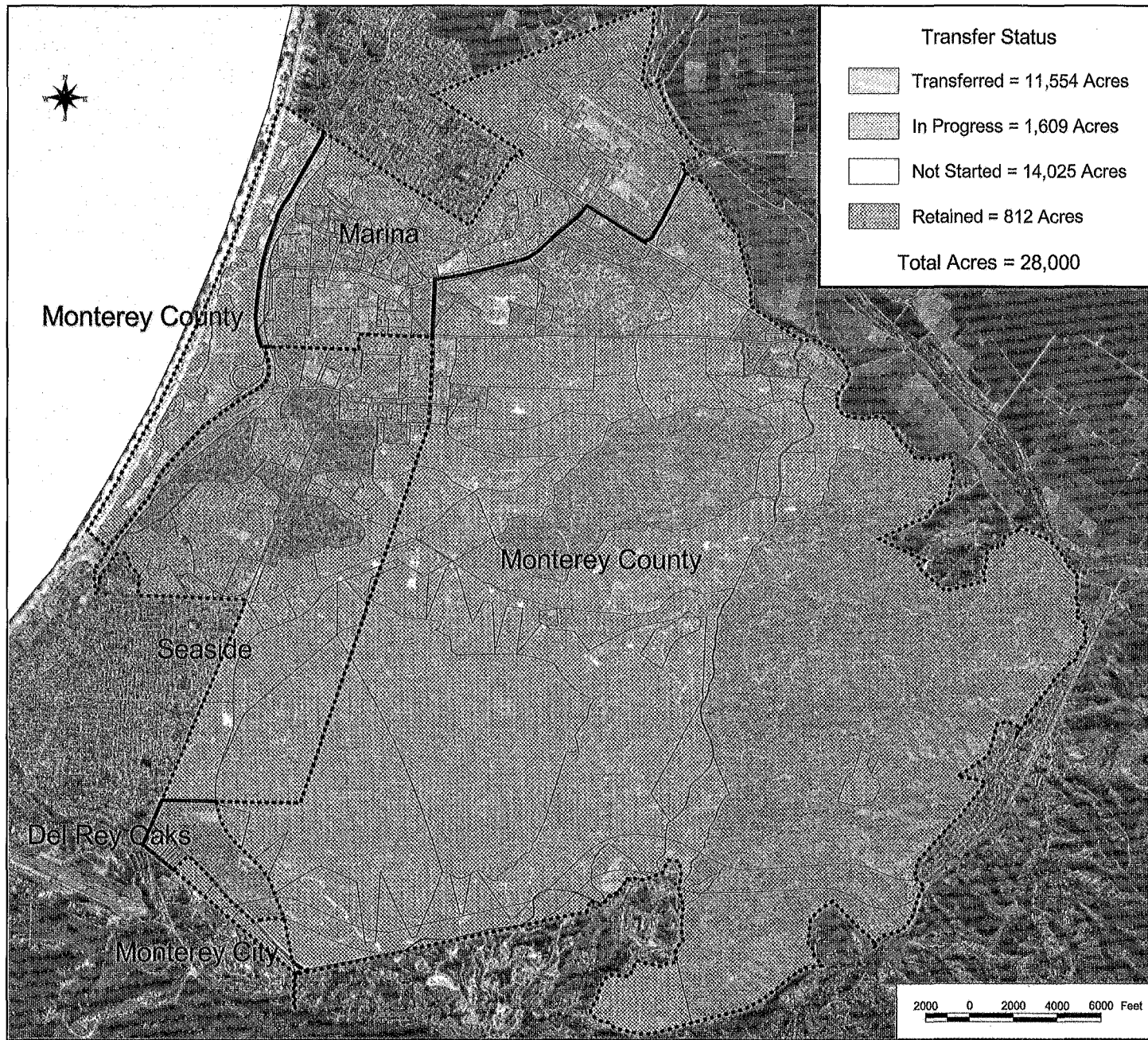


Annual Report

2002-2003



Property Transfer Summary



Reports From Land Use Jurisdictions

County of Monterey

East Garrison - Entered into an option agreement with East Garrison Partners, LLC (Woodman Development and William Lyon Homes) for a planned mixed-use community including significant affordable/workforce housing. A Specific Plan and EIR are now in process.

Model Urban Village - The County and University of California-Monterey Bay Educational Science and Technology Center ("UC MBEST") have begun work on a joint concept plan for the East Campus under a \$125,000 US Economic Development Administration ("EDA") grant for job creation and support housing in a walkable, mixed-use village.

Landfill Site Review - Joined with the City of Marina, California State University Monterey Bay ("CSUMB"), FORA and UC MBEST for review of landfill cleanup and methane gas monitoring through the California Department of Toxic Substances Control.

Interagency Coordination Activities - Participated in coordinated planning for development of Highway 1 Design Criteria, a basewide environmental insurance program, relocation of the Public Safety Officer Training facility, and records of surveys and legal description of properties soon for transfer.

City of Del Rey Oaks

360 Acre Del Rey Oaks Parcel Site - Worked with FORA and US Army and others to speed transfer of the property. Agreements with the Army and State should be signed and property transferred by the end of 2003.

Hotel/Golf Course - New major development team selected to develop the resort hotel/golf course/time share and business park project.

Adoption of Redevelopment Plan - Scheduled for final action by the City Council in Summer of 2003. Will generate tax increment income needed to finance infrastructure improvements and affordable housing.

City of Monterey

Ragsdale Drive/Highway 68 - Receiving bids for construction of Ragsdale Drive/Highway 68 traffic signal improvement project. Costs estimated between \$2.3-\$2.8 million. Construction should begin in Fall 2003.

South Boundary to Upper Ragsdale Connector Road - Submitted application for annexation for Fort Ord properties. Approval expected by August 2003.

City of Marina

Major Road Improvements - Completion of Imjin Parkway from Imjin Road to 2nd Avenue; California Avenue Extension from Reindollar Avenue to Imjin Parkway; Blanco/Reservation Road Widening Project; and UC MBEST/Research Road improvements.

Cypress Marina Heights - Approved an Interim Development Agreement with project developer for a proposed 1,050 residential subdivision.

Cypress Knolls - Approved a Development and Disposition Agreement with developer for a proposed 480 unit senior residential continuum of care community.

Preston Park - Continued partnership with FORA in managing the 354 unit affordable/workforce housing Preston Park Residential Housing Area.

University Villages - Conducted a Request for Proposal ("RFP") for planning of the University Villages mixed-use development project. Recommendation expected in Fall 2003.

Marina Municipal Airport - Continued growth, leasing and new construction. Contracted with the Business Cluster Development of Santa Clara to administer operations of the City's Small Business Incubator, improving occupancy from 22% to 91%.

City of Seaside

Affordable Housing - A number of sites for new affordable housing have been identified. Negotiations with two current property owners are underway. Identifying sufficient water resources remains critical in building more affordable housing.

Community Center at Soper Field - Community center and baseball field at Soper Field have been completed. Grading has begun and the new center will open Winter 2004.

Seaside Highlands - After years of planning, the first phase construction of the 380-unit development began in Spring 2003, with completion expected in Summer 2004.

First Tee Project - A joint project with the Monterey Peninsula Foundation to bring a Youth Diversion Through Golf program to Seaside. Business terms for the 18-hole golf course and a learning center, will be considered in Summer 2003. Environmental impact review and project approval expected in Fall 2003.

Hotel Resort Project - Considerable progress on the Bayonet/Black Horse Golf Course hotel project occurred this past year. Project reviews continuing through FY 2004.



Capital Improvement Program

The FORA Capital Improvement Program ("CIP") sets forth FORA Base Reuse Plan required improvements.

The primary sources of revenue expected to cover these costs are Development Fees and Land Sale/Lease proceeds. The current FORA Development Fee has been structured to cover costs of the first five obligations listed to the right.

Land Sale/Lease proceeds are expected to cover costs associated with the Building Removal Program.

Thus far, funding has predominantly been provided by U.S. Economic Development Administration ("EDA") grants. To date, FORA has secured approximately \$31M in EDA grant funds.

To view the FORA CIP, visit our website at www.fora.org and click on the Past, Present and Future link.

1. **Transportation/Tr**
(\$123,502,822)
2. **Habitat Manage**
(\$4,939,200)
3. **Potable Water Aug**
(\$17,673,075)
4. **Storm Drainage S**
Improvements
(\$2,505,534)
5. **Public Facility (Fir**
Enhancement) Imp
(\$1,131,900)
6. **Building Removal**
(\$74,088,000)

2002-2003 Accomplishments

August 2002

Roadway Projects Completed:
Rancho Saucito to South Boundary Road
Upper Ragsdale Connector to South Boundary Road

October - 2002

Property Transfers from US Army to FORA:
Seaside Surplus II, Marina Housing Areas
Interim, Inc., Marina Heights,
Upper Patton, Lightfighter Lodge

October 2002

Completion of California Avenue Construction - Marina.

January - 2003

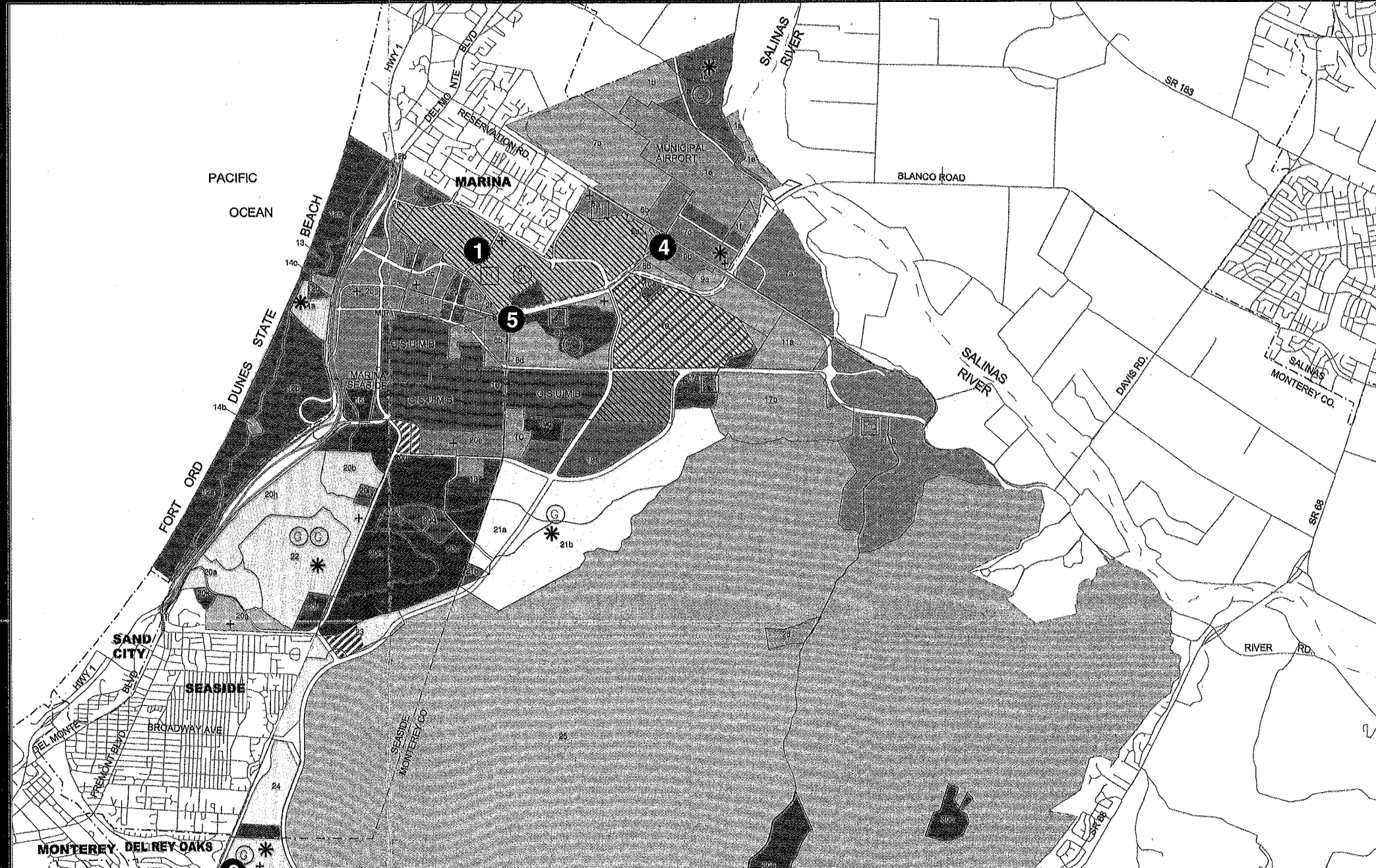
Stillwell Kidney transferred from FORA to City of Seaside.

February - 2003

Imjin, Reservation and Blanco Road
construction completed.

March - 2003

12th Street Corridor (Imjin Parkway) and Lightfighter Drive
construction completed.



FORT ORD

Fort Ord Reuse

- Land Planning
- Market Analysis
- Transportation Engineering
- Civil Engineering
- Fiscal Analysis
- Habitat Planning
- Public Communications
- Community Development

LEGEND:

- SFD Low Density Res
- SFD Medium Density
- MFD High Density Res
- Residential Infill Opp
- Planned Development
- Business Park/Light Office/R D
- Convenience Retail
- Neighborhood Retail
- Regional Retail
- Visitor Serving
- Golf Course Opportun
- Hotel Opportunity Site
- Equestrian Center Op
- Open Space/Recreat
- Habitat Management
- School/University
- University Medium De
- Alternative High Scho
- Public Facility/Intell
- Military Enclave

FORA FY '02-03 Budget

Operations	Capital Projects
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1. **Transportation/Transit Projects** (\$123,502,822)
2. **Habitat Management Obligations** (\$4,939,200)
3. **Potable Water Augmentation** (\$17,673,075)
4. **Storm Drainage System Improvements** (\$2,505,534)
5. **Public Facility (Firefighting Enhancement) Improvements** (\$1,131,900)
6. **Building Removal** (\$74,088,000)

Contractors Development Center

The Contractors Development Center ("CDC") was established in 2001 under the auspices of FORA and is now being managed under leadership provided by the Builders Exchange of the Central Coast.

In the past two years, more than 120 local contractors or their staff members have participated in the CDC's classes and programs offering training, technical assistance, and professional consultation to involve small, local and disadvantaged contractors in the economic opportunities associated with rebuilding the former Fort Ord. Students can select individual classes or complete a more comprehensive 4-week program taught by professionals in the fields of construction, business, law, insurance, and finance.



...ive 4-week program taught by professionals in the fields of construction, business, law, insurance, and finance.



FORT ORD REUSE PLAN

Fort Ord Reuse Authority (FORA)

Land Planning	EDAW, Inc.
Market Analysis	EMC Planning Group, Inc.
Transportation Engineering	Sedway Kofin Mouchly Group
Civil Engineering	JHK and Associates
Fiscal Analysis	Reimer Associates
Habitat Planning	Angus McDonald Associates
Public Communications	Zander Associates
Community Development	The Ingram Group
	Resource Corps International

LEGEND:

- SFD Low Density Residential
- SFD Medium Density Residential
- MFD High Density Residential
- Residential Infill Opportunities
- Planned Development Mixed Use District
- Business Park/Light Industrial Office/R D
- Convenience Retail
- Neighborhood Retail
- Regional Retail
- Visitor Serving
- Golf Course Opportunity Site
- Hotel Opportunity Site
- Equestrian Center Opportunity Site
- Open Space/Recreation
- Habitat Management
- School/University
- University Medium Density Residential
- Alternative High School Sites
- Public Facility/Institutional
- Military Enclave

Building Removal

FORA is responsible for the removal of 1,200-1,600 World War II wood structures contaminated with asbestos and lead-based paint. Cost to remove these buildings exceeds \$70 million and will be paid from proceeds of future land sales and leasing.

In partnership with several local, state, and federal agencies and private sector companies, FORA has developed methods and programs for removing contaminated structures that can serve as a nationwide model for other bases facing closure and redevelopment/reuse. Recent advances include increasing salvage/recycling potential, waste containment technology/characteriza-



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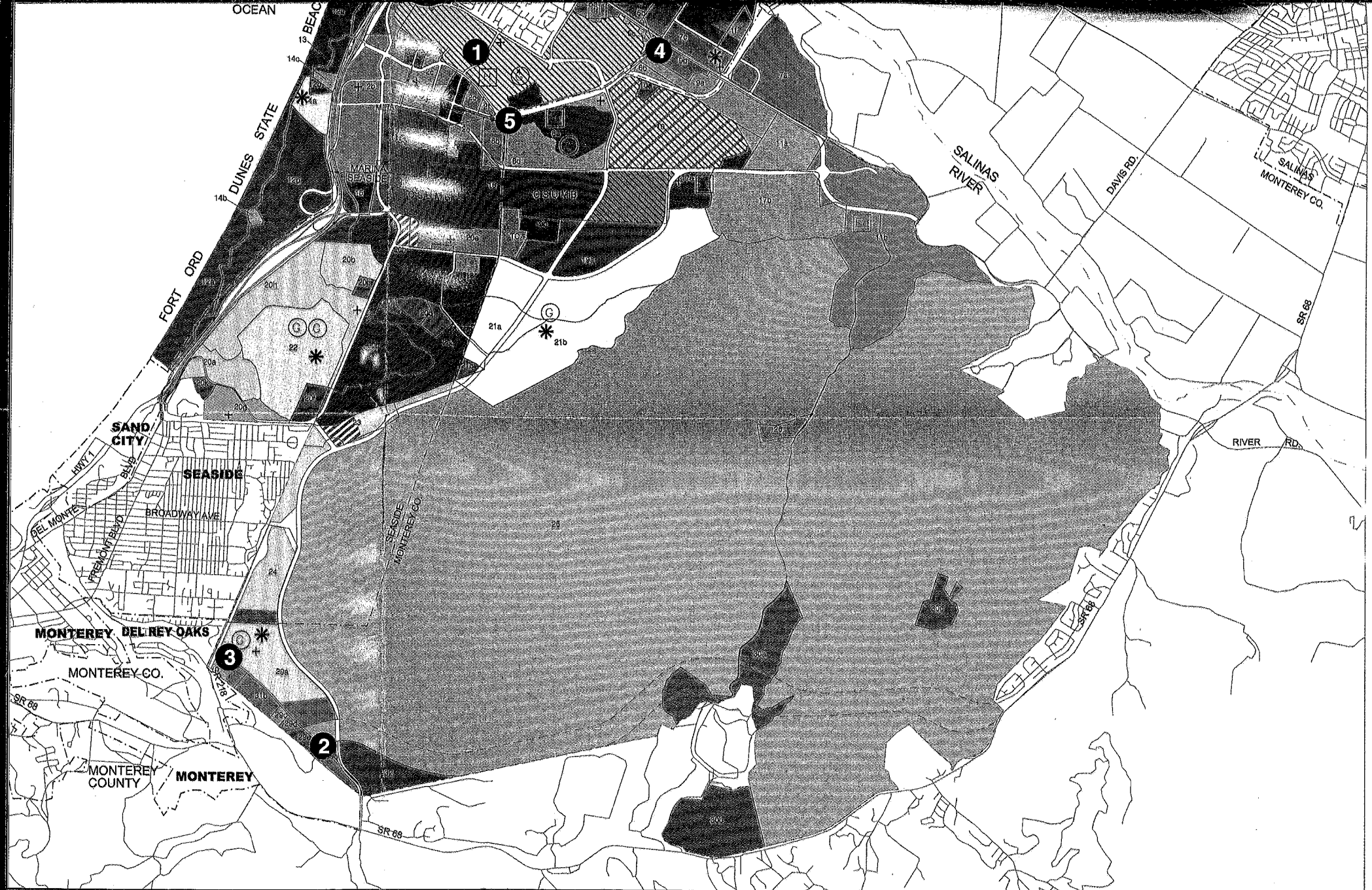
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construction completed.

March - 2003

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construction completed.

FORA FY '02-03 Budget

	Operations	Capital Projects
Revenues	\$1,550,372	\$12,128,486
Expenditures	1,528,974	12,128,486
Net Revenues	21,398	0
Beginning Fund Balance		0
Ending Balance	413,475	0
Contingency Reserve	434,873	0



Fiscal Analysis
Habitat Planning
Public Communications
Community Development

LEGEND:

- SFD Low Density Residential
- SFD Medium Density Residential
- MFD High Density Residential
- Residential Infill Opportunity
- Planned Development Medium Density
- Business Park/Light Industrial/Office/R & D
- Convenience Retail
- Neighborhood Retail
- Regional Retail
- Visitor Serving
- Golf Course Opportunity
- Hotel Opportunity Site
- Equestrian Center Opportunity
- Open Space/Recreation
- Habitat Management
- School/University
- University Medium Density
- Alternative High School Site
- Public Facility/Institutional
- Military Enclave

SHEET TITLE:

**LAND USE & ZONING
ULTIMATE DEVELOPMENT**

0 100 200 300 400
NORTH

California Avenue

The first new roadway from the existing City of Marina to the former Fort Ord.



Completed October 2002.

**Upper Ragsdale Connector
(Rancho Saucito Lane)**

Rancho Saucito Lane construction and improvements to South Boundary Road in the City of Monterey.

South Boundary Road

Rancho Saucito Lane construction and improvements to South Boundary Road in the City of Monterey.



South Boundary Road Overlay

Rehabilitation of the portion of South Boundary Road in the City of Del Rey Oaks.



Imjin, Reservation and Blanco Roads

Widening/improvement of these City of Marina/County of Monterey roads.



12th Street Corridor

(Imjin Parkway) and Lightfighter Drive

Imjin Parkway to 2nd Avenue in Marina and improvements to Lightfighter Drive at 2nd Avenue in the City of Seaside.





Fiscal Analysis Angus McDonald Associates
 Habitat Planning Zander Associates
 Public Communications The Ingram Group
 Community Development Resource Corps International

- LEGEND:**
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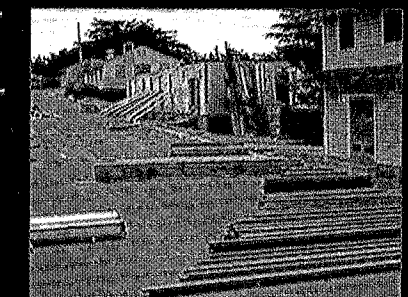
SHEET TITLE:
**LAND USE CONCEPT:
 ULTIMATE DEVELOPMENT**

SCALE: 0 700 1400 2800 4200
 NORTH
 SOURCE: Jones & Stokes, 1990
 Refiner Associates, (file-projected), 1995
 Monterey County, 1995
 EDAW, Inc., 1998
 FIGURE: **3.3-1**

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ector

South Boundary Road Overlay

Rehabilitation of the portion of South Boundary Road in the City of Del Rey Oaks.



Imjin, Reservation and Blanco Roads

Widening/improvement of these City of Marina/County of Monterey roads.



12th Street Corridor (Imjin Parkway) and Lightfighter Drive

Imjin Parkway to 2nd Avenue in the City of Marina and improvements to Lightfighter Drive at 2nd Avenue in the City of Seaside.



ACTIVE PROJECTS

Two significant projects were funded by the EDA in FY 2003. These projects with local matching funds amount to \$8M and include:

2nd Avenue Improvement Project
 Widening/improvement of 2nd Avenue between Lightfighter Drive in the City of Seaside and Imjin Parkway in the City of Marina, and the connection of Imjin Parkway to Highway 1. Construction is expected to begin August 2003.

Storm Water Percolation System and Demolition of Outfall Structures
 Constructing percolation basins and removing the storm drainage outfalls that currently discharge runoff into the Monterey Bay National Marine

BOARD OF DIRECTORS

Mayor Jerry Smith

Chair - City of Seaside

Mayor Jack Barlich

1st Vice Chair - City of Del Rey Oaks

Mayor Ila Mettee-McCutchon

2nd Vice Chair - City of Marina

Supervisor Edith Johnsen

Immediate Past Chair - County of Monterey

Mayor Dan Albert

Exec. Committee Member - City of Monterey

Mayor Sue McCloud

City of Carmel-by-the-Sea

Mayor Pro Tem Michael Morrison

City of Marina

Supervisor Lou Calcagno

County of Monterey

Supervisor Dave Potter

County of Monterey

Council Member Ron Schenk

City of Pacific Grove

Council Member Janet Barnes

City of Salinas

Mayor David Pendergrass

City of Sand City

Council Member Tom Mancini

City of Seaside

EX-OFFICIO MEMBERS

Congressman Sam Farr

17th Congressional District

Senator Bruce McPherson

15th State Senatorial District

Assemblyman John Laird

27th State Assembly District

Dan Johnson

CSU, Monterey Bay

Dr. Daniel Callahan

Monterey Peninsula Unified School District

Dr. Kirk Avery

Monterey Peninsula College

Morris Fisher

Monterey-Salinas Transit

Wm. Reichmuth

Transportation Agency for Monterey County

Lora Lee Martin

UC, Santa Cruz

Karen Fisbeck

U.S. Army/BRAC

Charles Scholl

Marina Coast Water District

Michael A. Houlemard, Jr.,

FORA Executive Officer

A MESSAGE FROM THE EXECUTIVE OFFICER

For nearly all of the 20th century, the former Fort Ord military training facility provided a home to millions of soldiers and their families, and was a major contributor to the economy of the Monterey Bay Region. Closure of the base had significant economic impact on the Monterey Peninsula cities and the county. The Fort Ord Reuse Authority ("FORA") was formed by State legislation to prepare, adopt, finance, and implement a plan for economic recovery from that closure.

The comprehensive FORA Base Reuse Plan, adopted in 1997, focuses on Economic Development, Education, and the Environment. Approved land uses for this nearly 28,000 acre (45 square-mile) area provide for habitat and open space, commercial and retail development, educational and institutional facilities, visitor-serving accommodations, residential support and recreation.

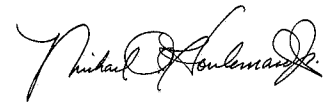
The FORA Board has 24 members (13 voting members) representing every political jurisdiction impacted by reuse. Through cooperation of the public and private sectors, approximately 1,600 new jobs have already been created and over 2000 homes have been opened since the closure, a fraction of the 18,000 jobs and 10,800 dwelling units expected by the year 2020.

The FORA mission, as defined by State Law, the Base Reuse Plan, and the FORA Master Resolution is as follows:

1. Economic Development through private sector job creation and property transfer;
2. Removal of asbestos and lead-based paint laden structures, and support Army removal of ordnance and explosives and other contaminants;
3. Infrastructure development and utility master planning;
4. Mixed income housing in support of economic development; and
5. Conservation of resources and natural habitats.

During the past year, FORA has addressed several major challenges in reuse: utility and property transfers, capital improvement projects, local contractor opportunities, key financing programs, insurance and liability issues, and workforce housing.

The Fort Ord conversion process remains complex and challenging and can only be achieved through collective cooperation, commitment and coordination of elected representatives, the business and private sectors, regional agencies and the community. We look forward to the coming year and working together to reuse the former Fort Ord for the benefit of current and future generations!



Michael A. Houlemard, Jr.
Executive Officer

Fort Ord Reuse Authority

100 12th Street, Bldg. 2880

Marina, CA 93933

Phone: (831) 883-3672

Fax: (831) 883-3675

Agency Hours: Monday-Friday

8:00 a.m. – 5:00 p.m.

Board Meetings

2nd Friday of each month

4:00 p.m. (times subject to change)

FORA Conference Facility

102 13th Street, Bldg. 2925

Marina, CA

Find us on the web at:

www.fora.org

Did you Know. . .

- * The former Fort Ord is more than 45 square miles (28,000 acres) or roughly equivalent in size to the County of San Francisco.
- * The approved Base Reuse Plan provides for the creation of 18,400 new jobs and 10,800 houses by 2020.
- * Total construction costs to redevelop the former Fort Ord will be between \$6 and \$7 billion over the coming twenty years.
- * FORA will remain in existence until 80% of the reuse plan is complete or until 2014, whichever comes first.



Fort Ord Reuse Authority
100 12th Street, Bldg. 2880
Marina, CA 93933

stamp