

### Focusing on Common Objectives

#### Executive Officer's Message

*The Fort Ord Reuse Authority (FORA), created by the California State Legislature in 1994, oversees and facilitates former Fort Ord conversion from military to civilian activities to support local and regional communities. Central to conversion is local jurisdiction-based economic recovery, educational reuse, and environmental protection and conservation—the three “Es.”*

**T**his legislatively mandated mission is directed by the 1997 Fort Ord Base Reuse Plan (Reuse Plan) which guides the regional recovery.

In 2012, FORA performed a comprehensive Reuse Plan Reassessment to review past achievements and assess remaining work. This past year, FORA actively pursued completing policies and programs identified in the December 2012 Reuse Plan Reassessment Report by creating a Post Reassessment Advisory Committee, co-hosting a Reuse Plan Colloquium with California State University Monterey Bay, and by initiating the Regional Urban Design Guidelines development process.

This Spring, construction began on the joint Department of Defense (DoD)/Department of Veterans Affairs (VA) 104,000 square foot/14-acre Monterey Health Care Clinic Project to provide health services for Monterey Bay Region military and veterans. This new facility, championed by Congressman Sam Farr, will eventually replace the current outpa-



Congressman Sam Farr, Mayor Ralph Rubio, Executive Officer Michael Houlemard and Mayor Jerry Edelen pose together at the joint DoD/VA Monterey Bay Health Care Clinic groundbreaking.

tient Veterans' Clinic on the former Fort Ord and will be the first joint DoD/VA clinic built from the ground up in the nation. In addition, the Department of General Services published the coordinated California Central Coast Veterans Cemetery (CCCVC) National Environmental Protection Act/California Environmental Quality Act documents, enabling property transfer and construction to begin.

Over the last year, FORA staff has diligently furthered major open space restoration, conservation, and remediation through the Fort Ord Habitat Conservation Plan (HCP) process and the Environmental Services Cooperative Agreement (ESCA) munitions and explosives remedial/removal work. The US Army is also completing munitions removal work in areas

that will be added to the Fort Ord National Monument, as the remediation is approved by regulators.

FY 2014 saw major economic revitalization projects open or begin construction, including: the DOD/VA Monterey Health Care Clinic, the CCCVC, the South County Housing University Villages Apartments, the Promontory Student Housing Development, single family housing and the Mid-Peninsula's Manzanita Place at East Garrison, and several building removal projects.

These major projects are supported by FORA's completion of General Jim Moore Boulevard/Eucalyptus Road and conclusion of the remaining field work under the U.S. Army ESCA contract.

To support future reuse, the FORA Board added an Economic Development Specialist to promote intellectual property transfer,

educationally-based business/job creation opportunities and to retain critical military education economic contributions.

With these successes, the past year has also reinforced the need to emphasize/expedite blight removal, job creation and complete the Regional Urban Design Guidelines—significant remaining goals of the reuse effort. By pulling together and focusing on common objectives, Fort Ord revitalization efforts will succeed. We look forward to the coming year's challenges!

  
— Michael A. Houlemard, Jr.  
Executive Officer

#### IN THIS BROCHURE

- BRP Post-Reassessment
- Veterans Cemetery
- ESCA
- Habitat Conservation Plan
- Capital Improvement Program
- Finance

## BRP Post Reassessment

Following the 2012 Base Reuse Plan (BRP) Reassessment, Fort Ord Reuse Authority (FORA) Board of Directors Chair Edelen appointed the Post Reassessment Advisory Committee (PRAC) to establish priorities for policy action items related to Reassessment Categories I and IV.

An inter-disciplinary Colloquium was created in conjunction with California State University Monterey Bay (CSUMB) and held at CSUMB's University Center on December 12 and 13, 2013.

The well attended community event gathered 22 national practitioners and "thought leaders" to focus on 2012 Reassessment priority topics including: Economic Development and Innovation, Land Development and Job Creation, Blight Removal, Remediation and Economics, Design Guidelines as an Economic Catalyst, Form-based Regional Planning and Community Collaboration, and National Monuments as Economic Engines. Speaker videos, biographies, and presentations are available online at: [fora.org/Colloquium.html](http://fora.org/Colloquium.html).

Building on Colloquium focus and momentum combined with PRAC and Board input, FORA staff presented and received February Board approval of

the 2014 Work Plan including: moving Category I and II recommendations through the California Environmental Quality Act (CEQA) process, initiating the completion of Regional Urban Design Guidelines (RUDG) including consulting services, engaging local land-use jurisdictions on yet-to-be-completed Category III items, and continued PRAC focus on remaining Category IV items. Since then, the PRAC resumed regular monthly meetings to develop local job creation, physical environment and economic recovery relationships, land use policy adjacent to the National Monument and a Fort Ord regional integrated trails plan policy recommendations.

Chair Edelen appointed the RUDG Task Force at the April 2014 meeting, to guide the RUDG consultant team selection and to oversee the development of the RUDG. The Task Force is a sub-group of the Administrative Committee (five members) and the Board (two members).

Since its inception, the RUDG Task Force—working in conjunction with FORA staff—rolled out a two-stage consultant selection process. The first stage, a Request for Qualifications, was sent to 36 leading national urban planning, economic analysis and development firms. Once the initial responses were reviewed, three multi-disciplinary teams were selected to respond to the second phase Request for Proposals (RFP) prepared by Staff with RUDG Task Force collaboration. The Final RFP is online here: [fora.org/PDF/RUDG/FORA-RUDG-RFP-Final\\_051414.pdf](http://fora.org/PDF/RUDG/FORA-RUDG-RFP-Final_051414.pdf).

The scope of the RUDG effort is focused on RUDG completion as outlined in the 1997 Base Reuse Plan. The first stage of the RUDG was completed in 2005 with Board approval of the Highway 1 Design Guidelines ([fora.org/Reports/Hwy1Guidelines1.pdf](http://fora.org/Reports/Hwy1Guidelines1.pdf)).

Remaining focus areas include: Gateways, Town & Village Centers, Regional Circulation Corridors, and Trails. The Task Force completed consultant selection with an eye for technical capabilities and best fit to work with the unique FORA context and land use jurisdictions.

Visit the FORA website for more information: [www.fora.org](http://www.fora.org).

## Veterans Cemetery

The Fort Ord Reuse Authority (FORA) Board of Directors has endorsed establishing the California Central Coast Veterans Cemetery (CCCVC) on the former Fort Ord. Accordingly, the County of Monterey, City of Seaside, and FORA have dedicated and/or will transfer approximately 78 former Fort Ord acres to the State of California to establish the CCCVC.

In 2011, the California State Legislature amended Military and Veterans Code section 1450.1 directing California Department of Veteran Affairs (CDVA), in cooperation with Seaside, the County,

FORA, and others, to design, develop, and construct the CCCVC.

At its January 11, 2013 meeting, the FORA Board authorized consultant services to enable the CCCVC land transfer designated to CDVA. In August 2013, CDVA submitted a formal application for U.S. Department of Veteran Affairs State Cemetery Grant Funding.

Since that time, a \$2.6 million dollar funding gap between the federal funding and the State of California's estimated costs of Phase I of the CCCVC was closed through local fundraising and a David and Lucile Packard Foun-



dation grant (total \$600,000), support from CA Assembly (\$1M), and funding through Governor Jerry Brown (\$1M).

The CDVA is scheduled to begin CCCVC construction this fall (2014).

Visit the FORA website for more information: [www.fora.org](http://www.fora.org).

## Environmental Services Cooperative Agreement

The U.S. Army and the Fort Ord Reuse Authority (FORA) entered negotiations in Spring 2005, for an Army-funded Environmental Services Cooperative Agreement (ESCA) addressing "cleanup"/remediation of Munitions and Explosives of Concern (MEC) on approximately 3,340 former Fort Ord acres. In 2007, the Army awarded FORA approximately \$100M for this MEC cleanup, to address remnant hazard safety issues resulting from previous munitions training operations conducted at the former Fort Ord.

The 1997 adopted FORA Base Reuse Plan defines development on Economic Development Conveyance (EDC) properties. The ESCA grant enables MEC removal on EDC property not yet certified for transition from military to civilian use.

At this time, the planned ESCA MEC remediation field activities are complete and ESCA field teams have;

1. recovered over 4,900 munitions items and 50,000 lbs. of munitions debris,
2. sifted over 133,000 cubic yards of soil, and
3. removed residual Army cultural debris (121,000 lbs).

During these critical public safety actions, worker security was sustained with no injuries.

Once the ESCA documentation is complete, the Army will issue proposed remedy plans and, ultimately, Records of Decision. Since the regulatory agencies have agreed that remediation is complete on the County North MRA and Parker Flats Phase I properties, FORA has transferred these properties to the County of Monterey and Monterey Peninsula College.

The ESCA Remediation Program has diligently conserved former Fort Ord ecological resources through habitat management restoration and moni-

toring. For the past 7 years, the ESCA Remediation Program has;

1. managed approximately 3,340 acres for 15 threatened and endangered species,
2. restored 14 acres of Coastal Chaparral habitat,
3. sprouted and planted more than 30,000 native plant seedlings,
4. removed invasive weed species such as Ice Plant, French Broom and Pampas Grass,
5. removed illegally dumped materials on ESCA properties,
6. sponsored a Volunteer Cleanup Day for 2 miles of former Fort Ord roads,
7. created a system to report illegal trash dumping, and
8. removed dilapidated Army structures such as latrines, range towers and other Army training structures.

The ESCA Remediation Program worked with local jurisdictions and community groups to provide safe coordinated access through ESCA properties to the new Fort Ord National Monument through the use of multiple ESCA roads for bikers, hikers, runners and equestrians since 2007.

The ESCA Remediation Program's robust community involvement and outreach program has been effective in communicating and delivering valuable information concerning safe access, access restrictions and corridors and program updates via Informal Community Workshops, ESCA updates at FORA Board meetings and Army Community Information Workshops, representation at informational booths at community events, on-site information kiosks, signage at various trailheads, a dedicated ESCA website, newsletters, Facebook presence and ESCA Hotline.

For more information about ESCA or MEC work, please visit the ESCA website at: [www.fora-esca-rp.com](http://www.fora-esca-rp.com).

## Habitat Conservation

The Former Fort Ord Multi-Species Habitat Conservation Plan (HCP) provides the framework to ensure permanent conservation and enhancement of former Fort Ord natural communities/habitat that support 19 special status plant and animal species (HCP species).

FORA funds management, planning, capital costs and HCP preparation. In addition, FORA dedicates \$1 of every \$4 of development fee collected to build an endowment sufficient to produce annual funds that will carry out required habitat conservation responsibilities in perpetuity. Based upon recent regulatory direction, habitat endowment is projected to be ± \$40M.\* As part of the FY 2010-11 FORA Capital Improvement Program (CIP) Phase II Review process the CIP contingency was increased to cover potential short falls.

US Fish and Wildlife Service (USFWS) and California Department of Fish and Wildlife (CDFW) are the final arbiters as to the final endowment amount, with input from FORA and its contractors/consultants, including funding for wildlife conservation measures, weed abatement, vehicles, tools and personnel (as well as monitoring and reporting).

The current HCP administrative draft prepared provides a planning-level HCP implementation cost estimate and funding. Of the HCP implementation annual costs, approximately 34% is







*The Almond Flower (courtesy of David Styer).*

habitat management and restoration, 27% for program administration and reporting, 23% for species monitoring, and 16% for changed circumstances/contingencies. Significant milestones were reached in FY 2013-14, including:

- 1) through State Senator Bill Monning's support, CDFW and State Parks settled a conservation easement on State Park property dispute, and
- 2) in several focused coordination meetings, CDFW, USFWS, FORA, HCP consultants, and Fort Ord habitat managers addressed the remaining species-specific management issues.

The HCP is expected to be released for public review this year. Visit the FORA website for more information: [www.fora.org](http://www.fora.org).

*\*(Reference: CIP Report Table 3 column '2005-13' amount of \$5,654,084 plus column '2013-14 to Post FORA Total' amount of \$33,437,419).*



*Habitat Restoration 2013.*

## Capital Improvement Program

The FORA Capital Improvement Program (CIP) originated in the 1997 Fort Ord Base Reuse Plan (Reuse Plan) as the Public Facilities Improvement Plan (PFIP). The Reuse Plan CIP, required under the California Environmental Quality Act, mitigates Reuse Plan impacts and provides for habitat management through collection of Mello-Roos Community Facilities District (CFD)/Base-wide Development fees and Land Sales proceeds.

When Fort Ord closed, most of the existing Army infrastructure (such as roads, water, sewer and other utility systems which had been built over many decades) was outdated and/or not built to current required standards. Therefore, the PFIP identified required improvements which are outlined and annually updated in the CIP: Transportation/Transit, Water Augmentation, Storm Drainage, Habitat Management, Fire Fighting Enhancement, and Water/Wastewater Collection Systems.

This past fiscal year, FORA completed its Fire Fighting Enhancement mitigation by making the final payment on fire-fighting vehicles. Equipment/vehicle titles were transferred to fire departments in the Cities of Marina, Monterey and Seaside, Ord Military Community and the Salinas Rural Fire Protection District. Additionally, a payment made to Monterey-Salinas Transit provided for the purchase of a mini-bus, intended to serve health facilities and low-income housing on the former Fort Ord, meeting a portion of the Base Reuse Plan mitigation transit obligation. FORA's transit funding obligation will continue to provide for vehicle acquisition and an intermodal center in the City of Marina.

FORA continually evaluates remaining capital improvement obligations to ensure proper funding and timing with ongoing reuse efforts. Over the last several months, working with the FORA Administrative and Capital Improvement Program committees, those obligations have been



sequenced to meet redevelopment and fee collection forecasts. Additionally, FORA engaged Economic & Planning Systems, Inc. (EPS) to undertake Phase III of the CIP analysis. EPS previously prepared earlier CIP analyses, resulting in a formulaic calculation of the FORA CFD fee/Base-wide Development fee and corresponding fee adjustments. The Phase III results were incorporated into the FY 2014/15 CIP.

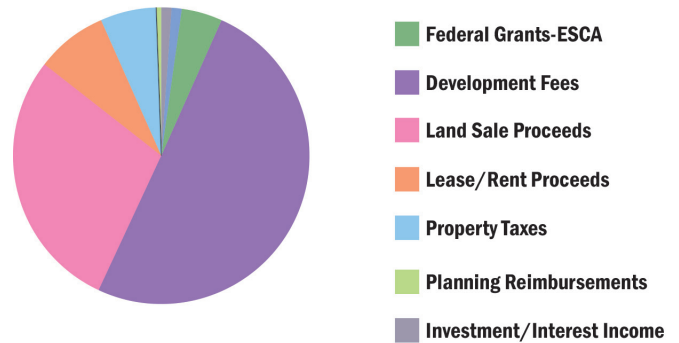
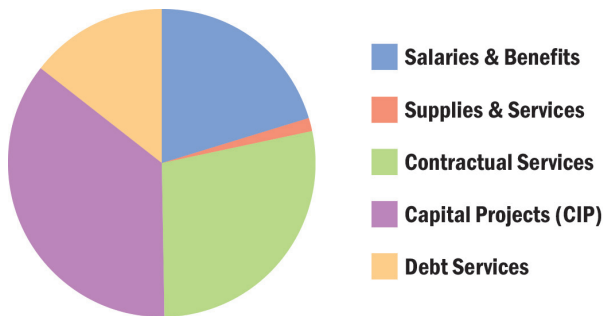
FORA continues to work with Marina Coast Water District (MCWD) to ensure that former Fort Ord Water and Wastewater Collection Systems are properly maintained and for MCWD to implement a Water Augmentation project. An MCWD presentation to the FORA Board, outlining water augmentation alternatives, is planned in FY 2014/15.

FORA's remaining on-site transportation improvements will be underway once the required funding, environmental documentation, and regulatory closure on Environmental Services Cooperative Agreement (ESCA) parcels are in place.

Visit the FORA website for more information: [www.fora.org/CIP.html](http://www.fora.org/CIP.html).

# FY 2013-14 Budget Summary

**Revenues: \$22,031,948**



The complete FY13-14 Budget is available on the FORA website at: [www.fora.org](http://www.fora.org).

## FY 2012-13 Annual Financial Audit

In August 2012, the FORA Board hired Moss, Levy & Hartzheim (Auditor) to conduct the FY 11-12, FY 12-13, and FY 13-14 audits. For FY 12-13, the Auditor also conducted an audit of the Preston Park Housing financial operations – a change from past years where such audits were performed under the prior management contract.

The draft Audit Report, completed in early December and reviewed (with the Auditor present) by the Finance Committee, was accepted by the FORA Board on January 10, 2014.

FORA has held title to the Preston Park Housing complex since 2000. However, the asset was not included in past reports as it was expected to be acquired by the City of Marina. The Auditor determined this capital asset should be included in the FORA financial reports.

As a result, the Auditor issued a “qualified” opinion with respect to the Government-Wide Financial Statements because FORA (thru Alliance, the Preston Park management

company) had not yet recorded the value of Preston Park land and buildings. Accounting principles generally accepted in the U.S. require that those capital assets be capitalized and depreciated. The Auditor also reported several third-party (Alliance) findings with respect to the Preston Park internal control structure. Alliance management provided response and corrective actions, which the Auditor accepted.

With respect to FORA operations (Fund Financial Statements), the Auditor issued an “unmodified” opinion (formerly “unqualified”) and complimented FORA staff for implementing previous year’s recommendations. There were no findings/questionable costs in the FY 12-13 financial audit concerning FORA internal control structure. The Auditor’s letter expresses the opinion that the financial statements present fairly, in all material respects, FORA’s financial position as of June 30, 2013, and the respective changes in financial position, for the fiscal year then ended, in accordance with accounting principles general accepted in the United States of America. A copy of the annual financial report is posted on the FORA website at: [www.fora.org](http://www.fora.org).

## Who We Are

### Executive Office:

Executive Officer  
Assistant Executive Officer  
Deputy Clerk  
Authority Counsel

Michael Houlemard  
Steve Endsley  
Lena Spilman  
Jon Giffen

### Staff Members:

Senior Project Manager  
Controller/Finance Manager  
Administrative Assistant  
Real Property & Facilities Manager  
Accounting Officer  
Senior Planner  
Grants & Contracts Coordinator  
Associate Planner  
Principal Analyst  
Communications Coordinator  
ESCA Program Coordinator

Jim Arnold  
Ivana Bednarik  
Roselyn Charles  
Standen Cook  
Marcela Fridrich  
Jonathan Garcia  
Crissy Maras  
Josh Metz  
Robert Norris  
Jen Simon  
Laura Vidaurri

## FORA Board Member Agencies

- City of Carmel-by-the-Sea
- City of Del Rey Oaks
- City of Marina
- City of Monterey
- City of Pacific Grove
- City of Sand City
- City of Salinas
- City of Seaside
- County of Monterey

## Ex-Officio Members

- 17th Congressional District
- 27th State Assembly District
- 15th State Senate District
- California State University Monterey Bay
- Marina Coast Water District
- Monterey Peninsula College
- Monterey Peninsula Unified School District
- Monterey-Salinas Transit
- Transportation Agency for Monterey County
- U.S. Army/Base Realignment and Closure Office
- University of California Santa Cruz



### FORT ORD REUSE AUTHORITY

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*For the comprehensive report and all  
other annual reports, visit our website:  
[www.fora.org/AnnualReports.html](http://www.fora.org/AnnualReports.html)*