

The logo for FORA (Fort Ord Reuse Authority) features the word "FORA" in a bold, white, sans-serif font. The letter "O" is replaced by a stylized globe showing continents and oceans. The logo is set against a dark grey background.

FORA

A large, faint, light grey silhouette of the state of California is centered in the background of the page. It serves as a backdrop for the text.

FORT ORD
REUSE AUTHORITY

FY 2013-2014

ANNUAL
REPORT

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Executive Summary

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.”

FORA’s 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.



Dr. Eduardo Ochoa, Moderator at the 2013 Fort Ord Reuse Colloquium.



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.

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 outpatient 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



Artist's rendering of the new joint DoD/VA Monterey Bay Health Care Clinic.

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 US Army ESCA contract.

To support future reuse, the FORA Board added an Economic Development Specialist staff position 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!

A handwritten signature in black ink, reading "Michael A. Houlemard, Jr." in a cursive style.

– Michael A. Houlemard, Jr.
Executive Officer

Base Reuse Plan

Post-Reassessment Advisory Committee (PRAC)/ 2013 Colloquium

The Fort Ord Reuse Authority (FORA) adopted a comprehensive award-winning Base Reuse Plan (BRP) in 1997 and agreed to “re-assess” that BRP in 2012. Following the 2012 BRP Reassessment, FORA Board of Directors Chair Edelen appointed a Post Reassessment Advisory Committee (PRAC) to establish policy action item priorities from Reassessment Categories I and IV.

An inter-disciplinary Colloquium was jointly created with California State University Monterey Bay (CSUMB) and held at CSUMB’s University Center 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 at: 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, engage local land use jurisdictions on yet-to-be-completed

Category III items, and continue PRAC focus on remaining Category IV items. Since that time, 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.

Regional Urban Design Guidelines

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 (Admin) Committee (five members) and the Board (two members).

Since inception, the Task Force—working in conjunction with FORA staff—enacted 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 Task Force collaboration. The Final RFP and Consultant selection documents can be found online here:

www.fora.org/RUDG.html.

The RUDG scope effort is focused on completing guidelines as noted in the 1997 Base Reuse Plan. The RUDG first stage was completed in 2005 with Board approving the Highway 1 Design Guidelines: fora.org/Reports/Hwy1Guidelines1.pdf.

Remaining RUDG 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. The Dover Kohl Partners team was selected to engage the community and implement the RUDG design process.

Visit the FORA website for more information: www.fora.org.



Base Reuse Plan Implementation

Consistency Determinations

California Government Code section 67675.1 through section 67675.8 requires the FORA Board to make findings of consistency between the BRP and a jurisdiction's legislative land use decision (General Plan, General Plan amendment, Zoning Ordinance, etc.). FORA also considers consistency determination findings between the BRP and a jurisdiction's development entitlement (tentative and final subdivision maps, parcel maps, site plan reviews, etc.). This entitlement consistency determinations are administrative decisions made by the Executive Officer. These determinations may be appealed to the FORA Board by a member of the public or by Board initiative.

In the event that the FORA Board disapproves a consistency determination, the Board may suggest modifications in the rejected implementing actions. If suggestions are adopted by the county or cities and transmitted to the Board, they will be deemed approved upon confirmation by the Executive Officer. The county or cities may elect to meet the Board's rejection in a manner other than suggested by the Board and may then resubmit its revised implementing actions to the Board.

During FY 2013-2014, FORA completed two combined legislative land use decision and development entitlement consistency determinations. At its August 9, 2013 meeting, the FORA Board certified the Marina General Plan text amendment, Specific Plan, Zoning Map amendment, and project entitlements related to The Promontory as consistent with the 1997 Fort Ord Reuse Plan. The Promontory Project is north of CSUMB campus and will provide 174 dormitory units (579 bedrooms) exclusively to CSUMB students.

Similarly, at its March 14, 2014 meeting, the FORA Board certified Seaside Zoning Code text amendments and project entitlements related to American Youth Hostel as consistent with the 1997 Fort Ord Reuse Plan. The American Youth Hostel Project is south of CSUMB campus and will provide phased development of a 120-bed youth hostel.

Annual Reporting - Constraints Management

Section 3.11.5.2 'Components of the Development Resource Management Plan (DRMP)' of the BRP states that "FORA shall provide an annual report on the Development, Resource and Service Levels."

Monitoring Transportation Improvements

Section 3.11.5.3(d) of the BRP notes that it is FORA's responsibility to work with the Transportation Agency for Monterey County (TAMC) to monitor current and projected traffic service levels on links identified as "on-site" and "off-site" segments in the BRP. TAMC, working with the Association of Monterey Bay Area Governments (AMBAG), completed the "[2005 FORA Fee Reallocation Study](#)," adopted by the FORA Board on April 8, 2005. Within this study, TAMC performed a comprehensive review of traffic service levels within "on-site," "off-site," and "regional" segments in the BRP and reallocated FORA's transportation mitigation funding. FORA continues to work with TAMC to monitor traffic service levels and notes that, over the next fiscal year, FORA and TAMC will collaborate on completing an updated FORA Fee Reallocation Study.

Water Allocation Monitoring

Section 3.11.5.4(a) of the BRP notes that the FORA Board will be required to determine that a project is not consistent with the BRP if a project approved by the land use jurisdiction cannot be served by water supplied by the FORA water purveyor from the jurisdiction's allocation or by water imported to the former Fort Ord from another available water source.

The two development entitlements submitted to FORA for consistency determination in FY 2013-14 demonstrated that they would not exceed the jurisdiction's groundwater allocation on former Fort Ord. Table 1.1 (following page) shows former Fort Ord Land Use Jurisdictions' groundwater allocations, suballocations, 2012 Consumption Amounts, Committed Amounts, and Remaining Amounts in Acre Feet per Year (AFY). Table 1.2 (page 10) shows Fort Ord Land Use Jurisdictions' recycled water allocations (Note: Recycled water has not yet been delivered to Fort Ord water users).

Table 1.1—Former Fort Ord Water Allocations

Ord Community Land Use Jurisdiction	SVGB Allocation (AFY)	Suballocations To	2013 Consumption Amount (AFY)	Committed Amt. (AFY)	Remaining Amt.(AFY)	Notes:
CSUMB	1,035		442	938	97	
		Campus Build-out projection to 2025	442	938		2007 Campus Master Plan FEIR
City of Del Rey Oaks	242.5		0	0	242.5	
		None	0	0		
City of Monterey	65		0	0	65	
		None	0	0		
County of Monterey	710		15	532.5	177.5	
		East Garrison 1	5	470		Allocation reso. 05-268
		MPC	0	52.5		Allocation
		Ord Market	10	10		Allocation
		Whispering Oaks	0	0		Allocated 93 AFY, then revoked with the approvals
UCMBEST	230		1	1	229	
		UCMBEST Center	1	1		MCWD 10-year Annual Consumption Report (Consumption report)
City of Seaside	1,012.5		859	810.9	201.6	
		Sunbay Apts.	64	120		Allocation 10/23/2001 (FORA – Army MOA Amendment #1)
		Brostrom Park (Bayview)	64	84.8		Allocation 10/23/2001 (FORA – Army MOA Amendment #1)
		Seaside Highlands	170	168.5		Allocation reso. 02-07
		Seaside Resort	1	161.4		Allocation reso. 05-44
		Monterey College of Law	unknown	2.6		Allocation reso. 04-20
		MPC	unknown	9.7		Allocation reso 09-36
		MPUSD	103	103		Consumption report
		Chartwell School	unknown	6.4		Allocation reso. 05-26
		Main Gate	0	149		WSA totaled 207 AFY. Allocation of 149 AFY on 5/15/2008

Table 1.1—Former Fort Ord Water Allocations continued

Ord Community Land Use Jurisdiction	SVGB Allocation (AFY)	Suballocations To	2013 Consumption Amount (AFY)	Committed Amt. (AFY)	Remaining Amt.(AFY)	Notes:
City of Seaside, (continued)		Blackhorse & Bayonet Golf Courses	457	0		Agreed on 4/1/10: 2,500 AF in exchange for 17 acre parcel; maximum 500 AFY (temporary)
		American Youth Hostel	0	5.5		Agreed on 12/15/2007: Joint Seaside City Council/RDA meeting - Army-Seaside land exchange
U.S. Army	1,582		707	707	875	Consumption
		None	707	707		
State Parks and Rec.	39.5		0	0	39.5	
		None	0	0		
City of Marina	1,325		271.7	1,311.4	13.6	
		Abrams Park	74	74		Consumption report
		Cypress Knolls	0	156.1		Allocation 11/8/2006
		Marina Heights	14	292.4		Allocation 3/3/2004
		Preston Park	107	107		Consumption report
		MPUSD	5	5		Consumption report
		Dunes on Monterey Bay	33	593		Allocation 5/31/2005
		Rockrose Gardens	unknown	4.9		Allocation 6/9/2011
		Airport	4	4		Consumption report
		MPC	unknown	7		Allocation 2/6/2007
		Promontory	unknown	33.3		Allocation 7/2/2014
		Other existing	34.7	34.7		Consumption report
Marina Sphere	10		0	0	10	
		None	0	0		
Reserved to cover line loss	348.5			348.5		
Total GW:	6,600		2,290.7	4,649.3	1,950.7	

Sources: FORA 2012, Marina Coast Water District 2013

Notes:

“SVGB Allocation (AFY)” means allocations of Salinas Valley Groundwater Basin water made by the FORA Board after Army transferred the majority of its 6,600 AFY Salinas Valley Groundwater Basin water rights to FORA.

“Suballocations To” means FORA agency’s allocation of its water rights to a specific project or projects, or tracking of 2012 consumption data when no project allocation exists.

“Committed amount (AFY)” means project suballocation, when it exists, or 2013 consumption data when no project allocation exists. Bayonett and Blackhorse Golf Courses water consumption is not counted (temporarily) as a committed amount since MCWD delivery of augmented water will replace this consumption when available. According to the 4/1/10 MCWD-Seaside agreement, MCWD will provide 2,500 AF of potable or recycled water to the golf courses in exchange for a 17-acre parcel; maximum annual water consumption is 500 AFY.

Table 1.2—Fort Ord Recycled Water Allocations

Ord Community Land Use Jurisdiction	Recycled Water Allocation (AFY)
CSUMB	87
UC MBEST	60
County of Monterey	134
City of Del Rey Oaks	280
City of Seaside	453
City of Marina	345
Subtotal	1359
Line Loss	68
Former Fort Ord Recycled Water Total	1427

Notes:

“Recycled Water Allocation (AFY)” means allocations of Recycled Water made by the FORA Board on 05/11/2007. It is further noted that a number of former Fort Ord development projects (e.g. Seaside Resort Golf Courses and East Garrison) now include recycled water infrastructure (purple pipes) to deliver recycled water for landscaping when it becomes available.

Residential Unit and Population Monitoring

Section 3.11.5.4(b) of the BRP notes that FORA will incorporate jurisdictions’ reports on the residential population and units in its annual report. Based on current information, Table 2 shows the current former Fort Ord population estimate and Table 3 shows projected former Fort Ord population within the next year. Each of the housing areas listed in Tables 2 and 3 is served from FORA groundwater allocations.

Table 2—Current Former Fort Ord Population Estimate

Category	Units	Occu-pancy /Unit	Popula-tion
POM Annex	1,590	2.6	4,134
CSUMB	1,253	2	2,506
East Garrison	100	2.6	260
Seaside Highlands	380	2.6	988
Seaside Resort	3	2.6	8
Dunes on Monterey Bay	108	2.6	281
Preston Park	352	2.6	915
Abrams B	192	2.6	499
Housing Authority	56	2.6	146
Shelter Outreach Plus	39	2.6	101
Veterans Transition Center	13	2.6	34
Interim Inc	11	2.6	29
Sunbay	297	2.6	772
Bayview	225	2.6	585
Estimated Subtotal	4,619		11,258
CSUMB beds			1,832
Estimated Total			13,090

Table 3—Projected 2015 Former Fort Ord Population Estimate

Category	Units	Occu-pancy /Unit	Popula-tion
POM Annex	1,590	2.6	4,134
CSUMB	1,253	2	2,506
East Garrison	170	2.6	442
Seaside Highlands	380	2.6	988
Seaside Resort	4	2.6	10
Dunes on Monterey Bay	115	2.6	299
Preston Park	352	2.6	915
Abrams B	192	2.6	499
Housing Authority	56	2.6	146
Shelter Outreach Plus	39	2.6	101
Veterans Transition Center	13	2.6	34
Interim Inc	11	2.6	29
Sunbay	297	2.6	772
Bayview	225	2.6	585
Estimated Subtotal	4,697		11,460
CSUMB beds			1,832
Promontory beds			579
Estimated Total			13,871

Job Creation Monitoring

Section 3.11.5.4(c) of the BRP provides that FORA will incorporate job creation reports into its annual report. During FY 12-13, FORA completed a job survey, which estimates a total of 3,306 full time jobs and 1,591 part time jobs on former Fort Ord. Table 4 below shows the job survey results. With the assumption that two part time jobs is roughly equivalent to 1 full time job, there were an estimated 4,101 equivalent full time jobs on former Fort Ord. With a current estimate of 4,619 residential units, the

estimated jobs/housing balance at former Fort Ord is 0.89 jobs/dwelling unit. Page 92 of the BRP, describes an overall jobs/household ratio of 2.06 for the plan.

Based on the development entitlements receiving consistency determinations in the last two years (Rockrose Gardens Assisted Living, Veterans Affairs Monterey Health Care Center, The Promontory, and American Youth Hostel), it is anticipated that approximately 300 new jobs will be generated within the next two years.

Table 4—FY 12-13 Former Fort Ord Job Survey Results

Employer	FT	PT	Students/Vols
Alliance residential	38		
Arcadis	50	4	
BLM	11	1	
Builders Exchange		2	
California Dep. Of Parks and Rec.		30	
Chartwell School	26	12	80
Christine Marie's Star Riders (2006, volunteers only)			30
Creegan & D'Angelo		2	
CSUMB	655	1083	5485
Defense Manpower Data Center	711		
DLI Staff	690		
Don Chapin batch pl	5		
East Garrison		117	
FORA	14	1	2
Goodwill Industries (Shoreline)	2	4	
Homeless Coalition	2		
Interim, Inc. Shelter Cove, Sandy Shores	7	8	
Las Animas Concrete	11	4	
Marina Airport	2		
Marina Coast Water District	33		3
Marina Community Partners	5		

Table 4—FY 12-13 Former Fort Ord Job Survey Results
(continued)

Employer	FT	PT	Students/ VoIs
Marina Dunes shopping center	501		
Marina Equestrian Facility			46
MidPen Housing Affordable Apts	68	79	147
MIRA	4	3	7
Monterey College of Law	7	20	5
Monterey County CID building	37		
Monterey Peninsula College	4	93	
Monterey Salinas Transit	24		
MPUSD	27	9	
Tricord	12	10	
Forno Bravo	22	1	
Ross Roofing	5		
Pemcon Inc.	12	2	
North Tree Fire	2	1	
Ord Market	2	7	
Seaside Golf Courses (Black Horse & Bayonet)	80	21	
Seaside Resort Development, LLC	2	40	
Shelter Outreach Plus	22		
UCMBEST	66		
Veterans Admin Clinic	80	10	
Veterans Transition Center	11	1	1
Monterey Bay Urgent Care	8		
Peninsula Primary Care	11		
CHOMP	36.5	26	2
Fort Ord Construction Contractors			
TOTALS	3,306	1,591	5,808

Monitoring of Water Supply, Use, Quality, and Yield

Section 3.11.5.4(d) of the BRP provides that FORA will monitor availability of potable and non-potable water and compare it with existing use. Table 1.1 shows availability of potable water on former Fort Ord and current consumption information. On May 11, 2007, the FORA Board allocated 1,427 AFY of recycled water. This recycled water resource is not yet being consumed by former Fort Ord customers.

Monitoring of Public Services

Under section 3.11.5.5 of the BRP, if a project approved by a land use jurisdiction does not meet FORA's level-of-service standards, the FORA Board will be required to determine that the project is not consistent with the BRP. FORA staff reviewed the development entitlement consistency determinations in FY 13-14, and determined that both met level-of-service standards.

Monitoring of CIP Conformance

Under section 3.11.5.6 of the BRP, if a project approved by a land use jurisdiction cannot be served by adequate infrastructure, the FORA Board will be required to determine that the project is not consistent with the BRP. FORA staff reviewed the development entitlement consistency determinations in FY 13-14, and determined that both could be served by adequate infrastructure.

Capital Improvement Program



General Jim Moore Boulevard looking south from Seaside to Del Rey Oaks.

History and Overview:

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 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 municipal code. Therefore, the PFIP identified 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.

(Capital Improvement Program continued)

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

There is a need to annually review and update the CIP to ensure that project costs keep pace with inflation, and project timing and funding are in sync with redevelopment planning. To begin the review process, FORA staff works with the Land Use Jurisdictions (LUJs) and Administrative Committee to assemble up-to-date reuse forecasts. FORA staff uses this information to make necessary modifications and annually present an updated – *reprogrammed* – CIP to the Board for adoption. The reprogrammed CIP demonstrates how PFIP elements can be funded and implemented throughout FORA's lifetime. The CIP also keeps track of completed projects and how the completed project funding offsets FORA's total obligation toward utility system and infrastructure improvements. The first CIP was adopted by the Board in 2001 and with the exception of 2004/05, has been a routine procedure each year in the June time frame.

The CIP includes *contingency* categories of funding. These contingencies allow for future, unidentified projects the Board can assign to support redevelopment and equity between the LUJs. Previously, contingency funding has been applied toward completing construction projects when the anticipated cost was less than actual construction costs and, construction of *basewide* versus *in-tract* improvements associated with transportation projects. Future funding is expected to be applied toward property management and caretaker costs, and other unforeseen circumstances.

The current CIP can be found at www.fora.org. An overview of each individual CIP element follows:

1) Transportation/Transit

Transportation and Transit projects were assigned by the Transportation Agency for Monterey County (TAMC), working with Monterey-Salinas Transit (MST). TAMC also assigned FORA a percentage of the project costs, with some projects co-funded by other agencies, like TAMC or CalTrans. Partial project funding presented a problem when FORA was ready to move forward with a project and the co-funding agency was not. This, along with the fact that some projects listed in the PFIP were no longer proposed by the Cities of Marina and Seaside, prompted a *reassessment* of FORA's transportation obligations. TAMC worked with the Association of Monterey Bay Area Governments and FORA to analyze the transportation network and FORA's assigned percentage of project cost. This analysis resulted in the FORA Fee Reallocation Study, adopted by the FORA Board in April 2005.

FORA's total funding obligation remained the same, but *on-site* former Fort Ord projects were assigned 100% FORA funding responsibility while *off-site* and *regional* projects were assigned a lower percentage of shared responsibility.

FORA has actively implemented capital improvement projects since 1995. Completed transportation projects include:

- a) **Roadway Improvements** – Safety improvements at various locations when the base was opened to public access, including: 1) replacement striping and weed abatement along South Boundary Road, Coe Avenue, Imjin Road and 2nd Avenue; 2) installation of bicycle shoulders and street lighting on Inter-Garrison Road; and, 3) pavement overlays on Imjin Road into the Marina Municipal Airport and Reservation Road from Imjin to Blanco. These projects were funded through a US Department of Commerce, Economic Development Administration (EDA) \$5.2M grant.
- b) **North-South Road at Highway 218** – The intersection of North-South Road (General Jim Moore Boulevard) and Highway 218 (Canyon Del Rey Boulevard) was widened, signalized and opened to traffic. This project was funded through a \$1M EDA grant.
- c) **North-South Road** – Realignment of North-South Road (General Jim Moore Boulevard) from Light Fighter Drive to 4th Avenue on the CSUMB campus. The \$1M grant noted above also funded this project.
- d) **MBEST, University & Research Drives** – Construction of MBEST, University and Research Drives to create a street system for the UC-MBEST Center. This project produced 7 ½ lane miles of new roadway and included the installation of communication ducts and storm drains. A \$2.1M EDA grant funded this project.
- e) **California Avenue** – Construction of California Avenue from Reindollar Avenue in the City of Marina to Imjin Parkway, creating a “connection” between Marina proper and Marina's extended city limits on the former Fort Ord. This project produced 1 lane mile of new roadway and bicycle lanes, native landscaping and a sound wall, and was funded through a \$2M EDA grant.
- f) **Rancho Saucito Road** – Construction of Rancho Saucito Road in the City of Monterey, connecting Ryan Ranch Road to South Boundary Road, creating a “connection” between the existing boundaries of Monterey and Del Rey Oaks and their extended city limits on the former Fort Ord. This project included 1 lane mile of new roadway and was constructed with the EDA grant funds noted above.

(Capital Improvement Program continued)

- g) South Boundary Overlay** – With remaining EDA grant funds from the California Avenue/ Rancho Saucito Road project, South Boundary Road (from Rancho Saucito Road to General Jim Moore Boulevard) received a pavement overlay and fresh striping.
- h) MBEST & University Drive** – The connection and opening of the intersection of MBEST & University Drives with Blanco Road.
- i) Reservation, Blanco & Imjin Roads** – Roadway and intersection widening, signalization, pavement overlay, fresh striping, and installation of a separated bike path along Reservation Road to Imjin Parkway. The bike path was funded by a grant from the Monterey Bay Unified Air Pollution Control District and the roadway projects were funded by a \$9.8M EDA grant, which also funded other projects noted below.
- j) Imjin Parkway** – Construction of Imjin Parkway (realignment of 12th Street) from Imjin Road to the intersection of 2nd Avenue. This project included 10 lane miles of new roadway, bike lanes, separated bike paths, two signalized intersections and the installation and relocation of utilities. The \$9.8M EDA grant noted above funded this construction project. In 2003, FORA received a TAMC *Transportation Excellence Award* for Imjin Parkway.
- k) 2nd Avenue & Imjin Parkway Completion** – Construction of the remainder of Imjin Parkway from 2nd Avenue to Highway 1, including the new Highway 1 North off-ramp. Upgrade and widening of 2nd Avenue from Imjin Parkway to Light Fighter Drive, including street and signal lights. This project produced 10 lane miles and was funded through a \$3.9M EDA grant.
- l) 2nd Avenue Completion** – Installation of telecommunications conduits, irrigation and landscaping, and bike lane striping to complete 2nd Avenue construction. This project utilized remaining EDA grant funds.
- m) General Jim Moore Boulevard (GJMB) Phases I through VI – Produced 22 total lane miles**
- 1) GJMB Phase I – Grading and earthwork of GJMB, from Ardennes Road to McClure Drive, in preparation for Phase II. This project included the installation of utilities and utilized remaining EDA grant funds.
 - 2) GJMB Phase II – Construction of new lanes on GJMB from Ardennes Road to McClure Drive, including installations, bike lanes, and bus stop.
 - 3) GJMB Phase III – Construction of additional lanes on GJMB from McClure Drive to Coe Avenue, including realignment of the Coe Avenue intersection. This project included the installation of street lights, bike lanes, bus stops and utilities.
 - 4) GJMB Phase IV – Grading for the realignment of GJMB from Coe Avenue to just north of the Del Rey Oaks city limits. This project included constructing an intersection at Eucalyptus Road (Eucalyptus Road Phase I), and the installation of water, recycled water, wastewater, and telecommunication lines. A \$6.4M EDA American Recovery & Reinvestment Act grant funded GJMB Phases IV through VI.
 - 5) GJMB V – Construction of newly realigned GJMB from Coe Avenue to just north of the Del Rey Oaks city limits. This project included the installation of bike lanes, sidewalks and bus stops. Eucalyptus Road Phase II was a component of this project and included the grading and paving of Eucalyptus Road from GJMB to just short of Parker Flats Road. Provided support of the Aquifer Storage & Recovery Water Project in the Seaside Basin as well.
 - 6) GJMB VI & Eucalyptus Road Completion – Street and signal light installation on GJMB, opening the intersections of GJMB with San Pablo, Broadway and Hilby Avenues, and landscaping. Construction of Eucalyptus Road, including street lights and erosion control, from GJMB to just short of Parker Flats Road.
- In total, over \$34M in grants supporting over \$75M in transportation improvements and approximately 50 lane miles of new or refurbished roadways and bike lanes. FORA worked with Marina Coast Water District (MCWD) to enable water and wastewater facilities installation in conjunction with FORA's construction projects. This cooperative approach allowed MCWD significant savings while adding approximately 14.5 miles of potable water pipeline and 10 miles of recycled water pipeline.

Transit

FORA's obligation to Transit is intended to fund MST's purchase or replacement of transit vehicles and construction of an intermodal center. Additionally, the BRP envisioned a "multi-modal corridor" which was originally thought to be light rail along Imjin Parkway and Blanco Road, providing transit services between the Peninsula and Salinas. However, long range planning by TAMC and MST does not include light rail services. After a series of stakeholder meetings, an alternative option was identified – an MST "Bus-Rapid-Transit"

(Capital Improvement Program continued)

sit” line along Inter-Garrison, Reservation and Davis Roads. This option had the added benefit of being more environmentally sensitive, since the original corridor alignment was planned through University of California habitat preserves. The FORA Board rescinded that original alignment and designated the new alignment in December 2010.

2012/2013 Activity

Roadway designs for Eastside Parkway, Inter-Garrison Road and Gigling Road were advanced to 90% complete status. Roadway design plans for South Boundary Road and the remaining portion of General Jim Moore Boulevard are 100% complete and construction ready—once the Habitat Conservation Plan (HCP) is finalized. Additionally, progress includes meeting all reporting requirements under the EDA’s federal grant program.

Looking Ahead

The FY 2013/14 CIP, extended transportation and transit projects by one or more years since the projected \$8,637,000 in development fees were not collected. Lower fee collection also required annual funding amounts being spread differently to accommodate a shorter time available to accomplish the program (6 years in FY 13/14 instead of 7 years in FY 12/13). The Board adopted the FY 13/14 CIP in September 2013.

Once the HCP is finalized, FORA will make an application for EDA grant funds to complete General Jim Moore Boulevard and construct the South Boundary Road upgrade.

2) Water Augmentation

When Fort Ord was active, the US Army had a 6,600 acre-feet per year (AFY) groundwater entitlement. When the base closed, that 6,600 AFY of groundwater was transferred to FORA for redevelopment and allocated to the LUJs (less the Army’s retention). The BRP identifies water availability as a *resource constraint*, meaning only a certain amount of redevelopment may occur within the amount of water available. The BRP anticipated that full build-out would utilize the entire 6,600 AFY of available groundwater supply – and – an additional 2,400 AFY from another water source would be required to achieve the level of reuse permitted in the BRP and ensure that landscaping and golf courses do not use precious potable water.

FORA contracted with MCWD to develop a water augmentation program. Following a comprehensive two-year process of evaluating viable water augmentation options, in October 2004 the MCWD Board of Directors certified a

program level Environmental Impact Report (EIR) analyzing three potential projects. The projects included desalination, recycled water and a “hybrid” approach (containing components of both desalination and recycled water projects). In June 2005, MCWD staff and consultants, working with FORA staff and Administrative Committee, recommended the hybrid project to the FORA and MCWD Boards of Directors.

Following those approvals, several factors caused reconsideration of the water augmentation program: 1) increased project costs as designs were refined; 2) MCWD and Monterey Regional Water Pollution Control Agency (MRWPCA) negotiations regarding the recycled component of the project were not accomplished; and 3), the significant economic downturn (2008-2012). These factors deferred the need for the augmentation program and provided an opportunity to consider the alternative “Regional Plan” as the preferred project for the water augmentation program.

The Regional Plan called for multi-agency funding of a larger capacity desalination facility, with the water produced allocated to the participating agencies. Certain design features, such as brackish water intake wells and outfall discharge, were incorporated into the Regional Plan to reduce construction and treatment costs.



At their April 2008 meeting, the FORA Board endorsed the Regional Plan as the preferred plan to deliver 2,400 AFY of augmenting water. The State Public Utilities Commission designated the Regional Plan as the preferred environmental alternative and an *agreement in principal*

to proceed was entered into by Cal-Am, MCWD and MRWPCA. This agreement is unlikely to proceed under the present circumstances. MCWD is still contractually obligated to provide an augmented water source for the former Fort Ord, distinct from the Regional Project. The proposed CIP defaults to the prior Board approved “hybrid” project that MCWD has already performed CEQA for and is contractually required to implement. MCWD will make water augmentation alternatives presentations to the Board in 2014.

(Capital Improvement Program continued)

Looking Ahead

Currently, the former Fort Ord is only using about 1/3 to 1/2 of the annual groundwater entitlement. A desalination project, as part of a “hybrid” augmentation program, is anticipated to provide up to 1,200 AFY of potable water. However, because there is at least half of the groundwater entitlement still remaining, this augmenting water is not yet needed. Planning for a desalination plant continues and is directed at producing water in the coming years.

Under its contract with FORA, MCWD is carefully monitoring proposed projects of other agencies where such projects may have the potential to affect the Ord Community’s access to various forms of water. MCWD says it will take prudent steps to ensure its continuing ability to meet Ord Community water and wastewater collection needs.

3) Storm Drainage System

Another CEQA obligation established by the BRP was the need to eliminate the disposal of storm water runoff from the former Fort Ord into the Monterey Bay National Marine Sanctuary. Additionally, the Final BRP Environmental Impact Report (FEIR) specifically addressed the need to remove four storm water outfalls that were discharging storm water runoff into the Sanctuary, creating canyon-like erosion within the Fort Ord Dunes State Beach. The outfalls were originally built below the surface of the dunes, travelling from the former Fort Ord underneath Highway 1.



By the time Fort Ord was closed, the outfalls at the beach stood approximately 20’ above ground level, stretching from the surf-line to the bluffs – some as long as 80’. Beyond that, broken pieces of concrete pipe, ranging in diameter from 48”-60”, lay in heaps where they collapsed over the years, causing erosion in the dunes. Outfall failures caused *significant* environmental harm and public risk.

In 1999, FORA received an EDA planning grant for the removal of the outfalls and creation of storm water retention basins. Following the planning grant, in 2001 FORA and the City of Seaside, as co-applicants, were awarded an EDA construction grant. The project included construction of disposal systems for storm water runoff, which allowed removal of the four outfalls. Significant coordination with the California Department of Fish and Game was required due to the presence of the endangered species *snowy plover* at the project site.



Looking Ahead

In the future, redevelopment of the former Fort Ord will require individual projects to capture storm water runoff on-site. The alternative disposal system constructed with the EDA grant will become obsolete.

4) Habitat Management

For the complete report, please refer to Page 26.

5) Fire-Fighting Enhancement

The BRP originally identified a need for a fire station to monitor and control fires on the former Fort Ord and assigned a \$1.1M price tag to this obligation. After several FORA Administrative Committee meetings in FY 2000/01, in November 2001 FORA staff suggested a sub-committee be formed to study how the \$1.1M could be best used for fire-fighting enhancement. FORA staff met with area fire chiefs, public works directors and city managers who determined that purchasing fire-fighting apparatus for existing fire departments would better serve anticipated redevelopment and wild-land areas of the former Fort Ord. In July 2003, the FORA Board authorized the lease-purchase of five pieces of fire-fighting equipment, including four fire engines, one each for fire departments of Marina, Seaside, Monterey and Ord

(Capital Improvement Program continued)



Military Community, and one fire tender for the Salinas Rural Fire Department.

The final payment was made July 2014, concluding FORA's BRP obligation to

enhance fire-fighting capabilities on the former Fort Ord. Equipment titles were formally handed over to receiving agencies in Spring 2014.

6) Building Removal

For the complete report, please refer to Page 21.

7) Water and Wastewater Collection Systems

Following a competitive selection process in 1997, the FORA Board approved an Agreement with MCWD outlining terms for their services as purveyor for water delivery and wastewater collection, and to own and operate the systems on the former Fort Ord. As a condition within the 1997 Agreement, the FORA Board established a Water and Wastewater Oversight Committee (WWOC), which serves in an advisory capacity to the Board. A primary function of the WWOC is to meet and confer with MCWD staff in the development of the capital improvement project budgets for the water and wastewater system and the water augmentation project. Annually at budget time, the WWOC works with FORA and MCWD staff to provide recommended actions for the Board's consideration with respect to the CIP budget.

By terms of the Agreement with FORA, MCWD is tasked to assure that a Water/Wastewater Collection Systems Capital Improvement Program is in place to accommodate repair, replacement and expansion of the systems. MCWD and FORA staff coordinate water and wastewater system(s) needs with respect to anticipated development; similarly, MCWD engages with FORA staff in coordinating the FORA CIP with water and wastewater CIP programs such that projects within the two CIP programs are coincident. This close coordination provides a tracking mechanism to ensure that improvement to, and expansion of, the systems are sequenced with transportation and development needs.

8) Property Management and Caretaker Costs

In FY 2010/11, FORA contracted with Economic & Planning Systems (EPS) to perform a review of CIP costs and contingencies (CIP Review – Phase I Study). During the Phase I Review process, FORA jurisdictions expressed concern over accepting 1,200+ acres of former Fort Ord properties without sufficient resources to manage them. Since the late 1990's, FORA carried a CIP contingency line item for "caretaker costs." The EPS CIP Phase I Study identified \$16M in FORA CIP contingencies to cover such costs. These obligations are not BRP required CEQA mitigations, but are considered basewide obligations (similar to FORA's building removal obligation). In order to reduce expenditures, this \$16M item was excluded from the CIP cost structure.

However, the Board recommended that a "Property Management/Caretaker Costs" line item be added back as an obligation to cover basewide property management costs, should they be demonstrated. As a result, EPS's CIP Review – Phase II Study analysis in FY 11/12 and FY 12/13, includes a recommendation for up to \$660,000 in annual funding for these expenses based on past experience (Army-Jurisdiction Cooperative/Caretaker Agreements from 2000 to 2004), provided sufficient land sales revenue is available and jurisdictions are able to demonstrate property management/caretaker costs. These expenses are shown in Table 5 – Land Sales in the CIP document as a deduction prior to net land sales proceeds. The expenses demonstrated on Table 5 (FY 14/15 through Post-FORA) are planning numbers and are not based on identified costs. The CIP document can be found at www.fora.org.

Environmental Services Cooperative Agreement (ESCA)

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 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.



The Sand Gilia making a comeback.

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

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 monitoring. 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.

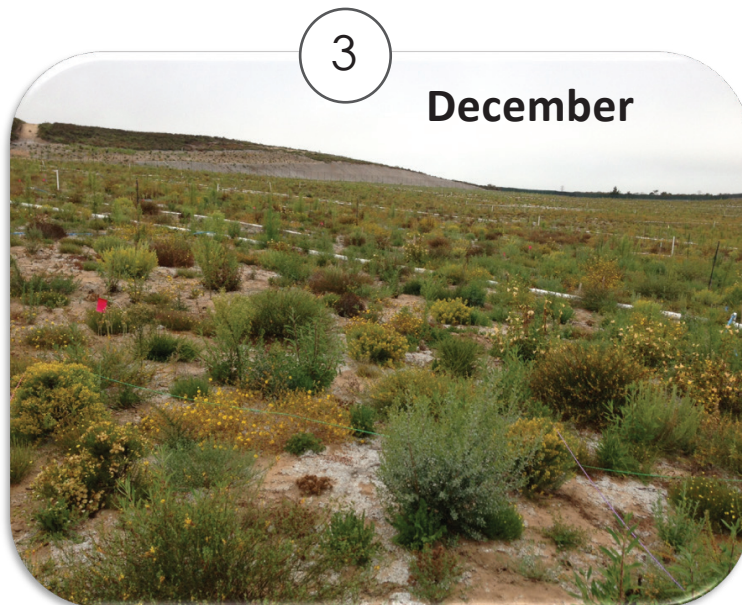
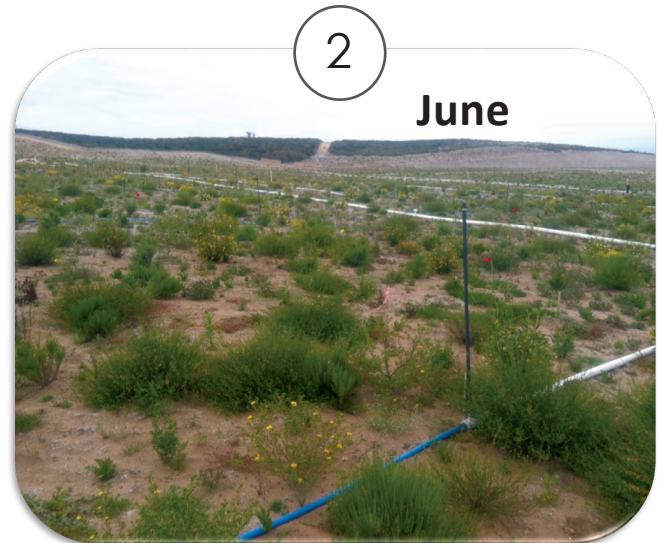
Since 2007 the ESCA Remediation Program has worked with local jurisdictions and community groups to provide safe coordinated access through ESCA properties to the new Fort Ord National Monument through the use of multiple ESCA roads for bikers, hikers, runners and equestrians.

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.

(ESCA continued)

ESCA Habitat Restoration: Implementation and Progress 2013



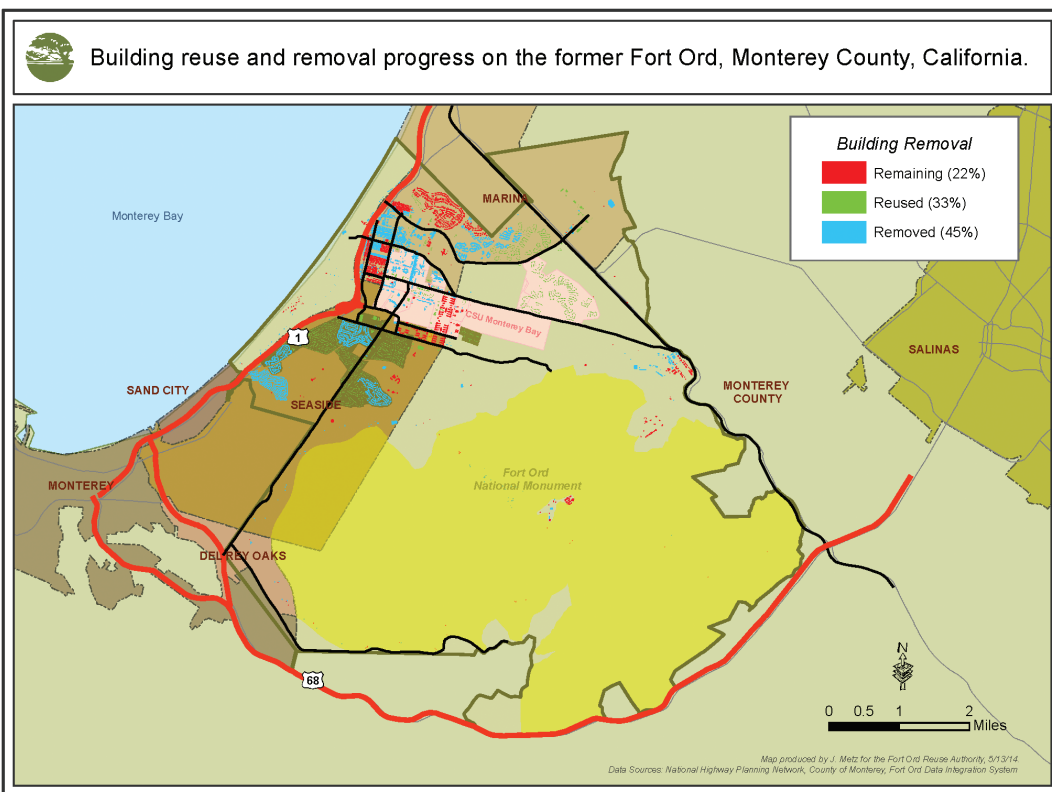
Building Removal Efforts

Snapshot of the Comprehensive Building Removal on the former Fort Ord to date:

The Army left behind approximately 3,500 buildings. Some of these structures were mandated to be reused. However, most offered little or no use to the civilian community, ranging in age from the early 1900's to the late 1980's. FORA has provided approximately \$35 million to remove buildings or assist the Jurisdictions and their developers with this removal. To date, FORA, CSUMB, the Army's Residential Communities Initiative and the Jurisdictions (with the help of their developers) have coordinated and:

- **Reused 33%** of the former Army structures
- **Removed 45%** of the former Army structures, and
- **Remaining 22%** of the former Army structures.

The map below shows the building removal status and the ownership where it occurred (link to this map is also available on our website: fora.org/BuildingRemoval.html).



FORA's Current Building Removal efforts:

1. Grant Funding:

The Fort Ord Reuse Authority (FORA) is in the process of applying for an Office of Economic Adjustment (OEA) grant to fund preparation of a Building Removal/Deconstruction Business Plan. The Business Plan would be a tool that FORA and the City of Seaside could utilize to assist in removing 26 large concrete buildings from the portion of Seaside known as Surplus II. As the grant-lead, FORA can streamline reporting requirements and the Deconstruction/Building Removal Business Plan can be implemented as a part of all remaining building deconstruction efforts on the former Fort Ord.

The 26 City of Seaside structures (approximately 786,061 square feet) pose the following challenges:

- **Safety Hazard** – Vacant buildings continue to attract vandals, vagrants, illegal dumping, hazardous waste exposure, and present policing and safety issues. Seaside, Federal and CSUMB police departments continue to expend scarce resources to patrol/provide security.
- **Environmental Hazard** – Vandalism and protracted exposure continue to risk the release of hazardous materials, such as lead-based paint and asbestos, into the immediate environment.
- **Aesthetics** – Abandoned and derelict buildings undermine reuse and redevelopment effort, and are a distraction in CSUMB's effort to recruit high performing faculty, staff, and students.

- **Sustainable Reuse Plans for the Former Fort Ord** – The cost to remove derelict and deteriorating buildings inhibits 1997 Fort Ord BRP and 2007 CSUMB Master Plan implementation.

(Building Removal continued)

- Financial Drain – As these structures disintegrate, remediation, regulatory compliance, removal, and security costs mount. A Deconstruction/Building Removal Business Plan will lay out the most efficient, sustainable, and cost effective deconstruction strategy and enable FORA, CSUMB, and the City of Seaside to continue reuse activities.

2. Designing Legislation for Building Removal Funding:

FORA is also in the process of working with the State of California to introduce Legislature that would create the Former Military Base Building Abatement/ Deconstruction (MBBAD) Fund. The MBBAD fund would serve as a revolving loan pool made available to eligible communities to remove former military buildings transferred to local communities without the financial resources to abate potentially lead and asbestos containing structures or address the ghost town effect of remaining buildings. Eligible communities must be identified through the Base Realignment and Closure (BRAC) process as Local Reuse Authorities recognized by the US Department of Defense. Eligible communities would apply for and receive such low cost loan funds which may be awarded based on the evaluation of five criteria:

- potential for removing lead, asbestos containing materials, and other hazardous substances from exposure to human contact
- potential for loan repayment
- property is within an area designated for development in an adopted base reuse plan
- potential for job creation
- potential for affordable housing creation

When loan funding is awarded to an eligible community, the community would borrow such funds at lower interest rates (2%) and agree to accept a lien against the subject property until borrowed funds are repaid.

3. Increasing Access to Building Removal Funds:

FORA is also working with the United States Environmental Protection Agency (EPA) to remove restrictions on Fort Ord that prevent FORA and the Jurisdictions from applying for currently available blight removal funding. When Fort Ord closed, the USEPA listed the entire base as a Comprehensive Environmental Response Compensation and Liability Act (CERCLA) site from “fence-line to fence-line” due to groundwater and other contamination. Tradition-

ally, building/blight removal is supported by Brownfields funds. Statutorily, Brownfields funding cannot be used on CERCLA cleanup sites. Since that listing, EPA has regulated groundwater, soils contamination and munitions cleanup under CERCLA.

In the past, EPA had concerns about removing portions of the former Fort Ord from CERCLA regulation due to high costs and cross boundary contamination issues that might develop. FORA proposed, and EPA has been initially receptive, a new delisting approach - delisting just those portions of former Fort Ord that are above the ground surface. That would allow the buildings to be removed from CERCLA regulation while below ground surface items would still remain under CERCLA and EPA regulation (groundwater, soils contamination and munitions cleanup). Building removal would remain subject to normal Federal and State regulations, but delisting above ground surface items would allow FORA and the Jurisdictions to apply for traditional Brownfields funds that are currently inaccessible on the former Fort Ord. Access to Brownfields funding would open up new opportunities for FORA and the Jurisdictions to fund blight removal programs across the former Fort Ord.

Fort Ord-Wide Building Removal to Date

The Fort Ord Reuse Authority (FORA) was created by State legislation to oversee civilian reuse and redevelopment of the former Army base. It is FORA’s responsibility to complete the planning, financing and implementation of reuse as described in the adopted 1997 Base Reuse Plan (BRP). The BRP opened the opportunity for negotiations with the Army to allow “no cost” transfer of redevelopment land to the local land use jurisdictions. The sole contributing consideration that facilitated the “no cost” Economic Development Conveyance (EDC) land transfer was the economic impact on local jurisdictions to accomplish the mandatory cleanup and removal of over 90 years of Army residue, dilapidated buildings, contaminants, and end-of-lifecycle utility infrastructure left behind following closure.

***Blight removal was identified
as a significant remaining reuse effort
in the 2012 Base Reuse Plan
Reassessment Plan***

(Building Removal continued)

To date, approximately 22% of the reuse program envisioned in the 1997 BRP has occurred. Throughout 2012, FORA conducted a comprehensive review of the BRP, concluding in a 2012 BRP Reassessment Report which outlined policy options and potential BRP modifications.

History of FORA and FORA-Assisted Building Removal Efforts

The Army left behind approximately 3,500 buildings that offered little or no use to the civilian community, ranging in age from the early 1900's to the late 1980's. These buildings have become dilapidated over time, contain various forms of hazardous materials, and are frequently targeted sites for vandalism and illegal dumping in close proximity to occupied military housing, military serving office buildings and civilian schools, college campus buildings and other various uses. (These occupied buildings are the result of building reuse-in-place and new construction following building deconstruction.) There are no foreseen uses for the remaining dilapidated buildings and it has become cost prohibitive to remodel them due to the amount of hazardous materials, health and safety code issues, and engineering challenges present.

Since 1996, FORA has actively pursued understanding former Fort Ord building removal complexities and costs and applying lessons learned to manage removal costs while protecting human health and the environment. FORA has removed over five hundred World War II (WWII) era wooden structures (approximately 4,000,000 square feet), achieving approximately 90% building material recycling rate (by weight). Over the course of FORA's building removal program, the potential for job creation and economic recovery through opportunities in deconstruction, building reuse, and recycling were researched, and remediation techniques were established that created efficiency and identified cost savings. FORA shared lessons learned with CSUMB to establish a building removal program for their approximately 330 former Army buildings.

FORA Pilot Deconstruction Project (PDP) 1996

In 1996, FORA deconstructed five wooden buildings of different types, relocated three wooden buildings, and remodeled three buildings. Job creation and economic recovery through opportunities in deconstruction, building reuse, and recycling was assessed in this effort.

Lessons learned from the FORA PDP project:

- A structure's type, size, previous use, end-use, owner, and location are important when determining the relevance of lead and asbestos regulations.
- Profiling the building stock by type aids in developing salvage and building removal projections.
- Specific market needs for reusable and recycled products drive the effectiveness of deconstruction.
- Knowing the buildings history of is key because:
 - o Reusing materials is complicated by the presence of Lead Based Paint (LBP), which was originally thinned with leaded gasoline and resulted in the hazardous materials penetrating further into the substrate material.
 - o Over time, buildings develop unique maintenance, use, and repair histories, which can complicate hazardous material abatement surveys.
- Additional field surveys were needed to augment existing U.S. Army environmental information. The PDP surveys found approximately 30 percent more Asbestos Containing Material (ACM) than identified by the Army.
- Hazardous material abatement accounts for almost 50 percent of building deconstruction costs on the former Fort Ord.
- A robust systematic program is needed for evaluating unknown hazardous materials early in building reuse, recycling and cleanup planning.

FORA Survey for Hidden Asbestos 1997

In 1997, FORA commissioned surveys of invasive asbestos on a random sample of buildings on Fort Ord to identify hidden ACM. Before closure, the U.S. Army performed asbestos surveys on all exposed surfaces in every building on Fort Ord for their operation and maintenance needs. The Army surveys were not invasive and therefore did not identify asbestos sources, which could be spread to the atmosphere during building deconstruction or renovation. In addition to commissioning the survey for hidden asbestos, FORA catalogued the ACM found during the removal of seventy Fort Ord buildings.

(Building Removal continued)

The survey for hidden asbestos showed:

- The Army asbestos surveys were conducted on accessible surfaces only which is not acceptable to the Monterey Bay Unified Air Pollution Control District (MBUA-PCD).
- Approximately 30 percent more ACM lies hidden than was identified in the Army surveys.
- The number one cause for slow-downs and change orders during building deconstruction is hidden asbestos (see FORA website).
- A comprehensive asbestos-containing materials survey must identify all ACM.
- All ACM must be remediated before building deconstruction begins. It is important to note that this includes non-friable ACM that has a high probability of becoming or has become friable - crumbled, pulverized, or reduced to powder by the forces expected to act on the material in the course of deconstruction.
- All ACM must be disposed of legally.

FORA Hierarchy of Building Reuse 1998

In response to the PDP project, FORA developed a Hierarchy of Building Reuse (HBR) protocol to determine the highest and best method to capture and save both the embodied energy and materials that exist in the buildings on Fort Ord. The HBR is a project-planning tool. It provides direction, helps contractors achieve higher levels of sustainability, and facilitates dialogue with developers in order to promote salvage and reuse of materials in new construction projects. The HBR protocol has only been used on WWII era wooden buildings. The HBR protocol prioritizes activities in the following order:

1. Reuse of buildings in place
2. Relocation of buildings
3. Deconstruction and salvage of building materials
4. Deconstruction with aggressive recycling of building materials
5. FORA Request for Qualifications (RFQ) for Building Deconstruction Contractors 1998

FORA went through an RFQ process in an attempt to pre-qualify contractors throughout the U.S. to meet the Fort Ord communities' needs for wooden building deconstruction (removal), hazardous material abatement, salvage and recycling, and identifying cost savings. The RFQ also included a commitment for hiring trainees in deconstruction practices.

FORA Lead-Based Paint Remediation Demonstration Project 1999

FORA initiated the LBP Remediation Demonstration Program in 1999 to determine the extent of LBP contamination in Fort Ord buildings and soil, field test possible solutions, and document the findings. The first step in controlling LBP contamination is to accurately identify the amount and characteristics of the LBP. This ensures that LBP is properly addressed during removal and reuse activities, in ways that protect the public, environment, and workers.

The FORA Compound and Water City Roller Hockey Rink were used as living laboratories to test the application of LBP encapsulating products. Local painting contractors were trained to apply various encapsulating products and the ease, effectiveness and expected product life was evaluated. This information was shared with the jurisdictions, other base closure communities and the regulatory agencies so that they could use the lessons learned if reusing portions of their WWII building stock.

FORA Waste Characterization Protocol 2001

A Basewide Waste Characterization Protocol was developed for building debris generated during the deconstruction of approximately 1,200 WWII era wooden structures. By profiling standing buildings utilizing the protocol, contractors are able to make more informed waste management and diversion decisions resulting in savings, greater implementation of sustainable practices, and more environmentally sensitive solutions.

The following assumptions further assist decision-making for a large-scale source-based recovery program:

- Individual buildings have been uniquely modified over time within each building type.
- The basewide characterization protocol was verified by comparing it with the actual waste generated during the 12th street building removal.

(Building Removal continued)

FORA Building Removal for 12th Street/Imjin Parkway 2002

FORA, in 2002, remediated and removed 25 WWII era buildings as the preparatory work for the realignment of 12th Street, later to be called Imjin Parkway.

FORA Building Removal for 2nd Avenue Widening 2003

FORA, in 2003, remediated and removed 16 WWII era buildings and also the remains of a theater that had burned and been buried in place by the Army years before the base was scheduled for closure.

FORA/CSUMB oversight Private Material Recovery Facility Project 2004

In 2004, FORA worked with CSUMB to oversee a private-sector pilot Material Recovery Facility (MRF), with the goal of salvaging and reusing LBP covered wood from 14 WWII era buildings. FORA collaborated in the development of this project by sharing its research on building deconstruction and LBP abatement. CSUMB and their private-sector partner hoped to create value added products such as wood flooring that could be sold to offset deconstruction costs. Unfortunately the MRF operator and equipment proved to be unreliable and the LBP could not be fully removed from the wood or was cost prohibitive.

Dune WWII Building Removal 2005

FORA, in partnership with Marina and Marina Community Partners, removed 406 WWII era buildings. Ninety percent of the non-hazardous materials from these building were recycled. FORA volunteered to be the Hazardous Waste Generator instead of the City of Marina and worked with the California Department of Toxic Substance Control, the State Board of Equalization and the hazardous waste disposal facility so that as stipulated by state law, State Hazardous Waste Generator taxes could be avoided.

East Garrison Building Removal 2006 thru 2007

FORA, in 2006, provided the East Garrison developer with credits/funds to remove 31select WWII and after buildings from East Garrison.

Imjin Office Park Building Removal 2007

FORA, in partnership with Marina and Marina Community Partners, removed 13 WWII era buildings to prepare the Imjin Office Park site.

FORA Removal of Building 4470 in Seaside 2011

In 2011, FORA had a concrete building in Seaside removed. Building 4470 was one of the first Korean War era concrete buildings removed on the former Fort Ord. Removal revealed the presence of hidden asbestos materials. The knowledge gained during this project will be helpful in determining removal costs of remaining Korean War era concrete buildings in Seaside and on CSUMB.

FORA/CSUMB Korean War Concrete Building Removal Business Plan Grant Application 2011

In 2011, FORA approached the U.S. Office of Economic Adjustment (OEA) about the possibility of applying for grant funds to assist in the removal of Korean War era concrete buildings located on CSUMB and Seaside property. The OEA was receptive to the idea and encouraged an application, noting that the amount available would likely be less than \$500,000. Since a large portion of the Korean War era concrete buildings are located on CSUMB property, FORA asked CSUMB to co-apply for the grant funds, which would be used to accurately identify hazardous materials in the buildings both on CSUMB and Seaside property, and to develop a Business Plan that would harness market forces to reduce building removal costs and drive economically sound building removal decisions. FORA and CSUMB have completed the grant application and submitted for OEA consideration once funding becomes available.

Continuing FORA support for CSUMB Building Removal Projects

Over the years, FORA has shared knowledge gained through various deconstruction projects with CSUMB and others, and CSUMB has reciprocated by sharing their lessons learned. Over the years FORA has supported CSUMB with shared contacts, information, review and guidance as requested for the following CSUMB building removal efforts:

- 2003 removal of 22 campus buildings
- 2006 removal of 87 campus buildings
- 2007 removal of 9 campus buildings
- 2009 removal of 8 campus buildings
- 2010 removal of 33 campus buildings
- 2011 removal of 78 campus buildings
- 2013 removal of 24 campus buildings

Habitat Conservation & Management



California Sister (courtesy of David Styer).

Habitat Conservation Plan Development

FORA has pursued the Fort Ord Habitat Conservation Plan (HCP) for over 18 years. In FORA's first effort, FORA requested the US Army (Army) to combine a 1996 Habitat Management Plan (HMP) Implementing/Management Agreement with the Army's draft HMP. The Army chose not to combine FORA's effort with its own and received approval for its HMP in 1997. As a result, FORA has developed the draft Fort Ord HCP along a separate track. Completing the HCP will allow US Fish & Wildlife Service (USFWS) and the California Department of Fish & Wildlife (CDFW) to issue federal and state Incidental Take Permits. Such permits are necessary to implement the Army's HMP and to meet Federal Endangered Species Act (ESA) and California Endangered Species Act (CESA) requirements.

The HCP provides the framework for ensuring conservation and enhancement of 19 special status plant and animal species (HCP species) and the natural communities that support them on former Fort Ord that contribute to species recovery. The HCP incorporates all relevant information from the HMP issued by the U.S. Army Corps of Engineers (USACE) in April 1997, and supersedes it as the primary conservation planning document for non-federal recipients of Fort Ord lands.

The HCP provides the framework for ensuring conservation and enhancement of 19 plant and animal species.

All base reuse (i.e., post-transfer) activities that are conducted within the Plan Area pursuant to this HCP are considered "covered activities." Allowable and/or required activities covered by the HCP are identified and addressed in association with three general and overlapping land use categories: designated development areas, Borderlands, and Habitat Management Areas (HMAs). USFWS and CDFW would issue incidental take permits for all such activities within the Plan Area.

The funding program is based on annual Federal and State appropriations to Bureau of Land Management (BLM) and State Parks, an earnings rate from the University of California (UC) Fort Ord Natural Reserve (FONR) Endowment, and an earnings rate from the Fort Ord Regional Habitat Cooperative (Cooperative) (the future HCP Joint Powers Authority) Endowment. The Cooperative will include the following members: FORA, County of Monterey, City of Marina, City of Seaside, City of Del Rey Oaks, City of Monterey, State Parks, UC, California State University Monterey Bay, Monterey Peninsula College, Monterey Peninsula Regional Park District, Marina Coast Water District, and BLM. The Cooperative will hold the primary HCP endowment and secure the services of appropriately experienced habitat manager(s) via a formal selection process. The Cooperative will control annual budget line item expenditure. FORA will fund the Cooperative and UC FONR Endowments, and the initial and capital costs, to agreed upon levels through CFD Special Tax/Development Fees.

FORA has provided upfront funding for HCP preparation and for interim habitat management at the UC FONR. In addition, FORA has dedicated \$1 out of every \$4 collected through CFD Special Tax/Development Fees to build the UC FONR

and Cooperative Endowments, which will fund required habitat management responsibilities and HCP required actions in perpetuity.

Based upon the HCP cost model prepared by FORA's HCP consultant and reviewed by the regulatory agencies, habitat obligations are projected to be ±\$40.1M (see CIP Table 3 column '2005-14' amount of \$6,042,831 plus column '2014-15 to Post FORA Total' amount of \$34,067,169). As part of the FY 2010-11 FORA CIP Phase II Review process conducted at the FORA Board's April 8, 2011 direction, the CIP Habitat Management Con-

(Habitat Conservation & Management continued)

tingency was increased an additional amount to cover potential HCP short falls. USFWS and CDFW are the final arbiters as to what the final endowments amount will be, with input from FORA and its contractors/consultants. The endowments include line items for wildlife conservation measures, habitat restoration, weed abatement, vehicles, tools and personnel as well as monitoring and reporting.

The current administrative draft HCP prepared in March 2012 includes a cost and funding chapter, which provides a planning-level cost estimate for HCP implementation and identifies necessary funds to pay for implementation. Of the annual costs necessary for HCP implementation approximately 34% is associated with habitat management and restoration, 27% for program administration and reporting, 23% for species monitoring, and 16% for changed circumstances and other 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.



Almond Flower (courtesy of David Styer).

Property Transfer Report

Fort Ord was listed for closure in the 1991 round of Base Realignment and Closures (BRAC). The former Fort Ord is approximately 28,000 acres in size. The Army retained approximately 800 acres of the former Fort Ord and will transfer title of the remainder to charitable organizations, sister Federal Agencies and local communities through various transfer agreements. Most of these land title transfers do not involve FORA in the title transfer/ownership/decision process. FORA's role in Fort Ord property title transfer is limited, and once completed, FORA will not own or hold interest in lands on the former Fort Ord.

After the closure of Fort Ord, the Army was directed by Congress to convey land to qualified applicants that serve the public. Under Federal transfer law and McKinney Act provisions, these land transfers are known as Public Benefit Conveyance Transfers (PBC). Title to land under PBC transfers go from the Army through the applicant's Federal sponsoring agency (ie: Department of Education) to the applicant. FORA is not in the chain of title for PBC property title transfers. PBC property title transfers account for approximately 2,600 acres of the former Fort Ord.

Other portions of the surplus property on the former Fort Ord were requested by Federal Agencies. The Army transferred title to those properties directly to its sister agencies. FORA was not in the chain of title for Federal to Federal land title transfers, and these title transfers account for ap-

proximately 14,663 acres of the former Fort Ord—mostly to the Bureau of Land Management (BLM) for the Fort Ord National Monument.

FORA, representing the Jurisdictions, negotiated an Economic Development Agreement with the Army for other properties on the former Fort Ord. These Economic Development Conveyance (EDC) land title transfers originate with the Army who conveys properties to FORA and then to the appropriate underlying land-use jurisdiction or designee. EDC property title transfers account for approximately 9,000 acres of the former Fort Ord.

As noted in the ESCA section of this report, in 2007 FORA was awarded a grant from the Army to remediate Munitions and Explosives of Concern on the portion of EDC properties that the Army still had to transfer to FORA. The Governor of California approved the transfer of these EDC properties to FORA to hold during the MEC remediation period, and once remediation is complete and approved by the Army, US EPA, and California DTSC the property will transfer to the Jurisdictions as originally planned in the Fort Ord Base Reuse Plan. FORA and the Jurisdictions have entered into agreements for the Jurisdictions to provide Emergency Services while FORA holds the land.

EDC PROPERTY TRANSFER PROCESS DESCRIPTION:

- Per FORA/Jurisdiction Implementation Agreements executed 2001:
 - Section 4. Acquisition from Army; Disposition to Jurisdiction.
 - 2.0 FORA shall diligently seek to acquire the portions of Jurisdiction Property from the Army identified within the EDC Agreement.
 - b. Concurrently with FORA's acquisition of Jurisdiction Property from the Army (or at such other times as the Parties may agree in writing), FORA shall transfer such property to the Jurisdiction, and the Jurisdiction shall accept such property. Upon transfer, such property shall become Jurisdiction-Owned Jurisdiction Property. Each transfer shall include the deed restrictions and notices found in Exhibit F.
 - c. FORA shall keep the Jurisdiction informed about any conveyance of Jurisdiction Property from the Army to FORA. FORA shall also prepare documents needed to convey property from FORA to the Jurisdiction.
 - d. If FORA decides to lease portions of the Jurisdiction Property to a third party after transfer from the Army to FORA, but prior to its transfer to the Jurisdiction, FORA agrees to obtain the Jurisdiction's prior written consent to such lease. FORA also agrees to distribute to the Jurisdiction fifty percent (50%) of the Sale or Lease Proceeds as defined in Section 1r.
 - e. The Jurisdiction may direct FORA to transfer property directly to a third party rather than to the Jurisdiction. If the Jurisdiction so elects, the distribution of Sale or Lease Proceeds as defined in Section 1r shall apply to the direct transfer.

(Property Transfer continued)

- Per FORA/Jurisdiction Memorandum of Agreements Regarding Property Ownership and Responsibilities During the Period of Environmental Services to Remove Munitions and Explosives of Concern executed 2007:

FORA TO JURISDICTION PROPERTY TRANSFER ACTION ITEM CHECKLIST

Property Transfer Action Item	Responsible Party	Transfer Status
Army/FORA enter into a Memorandum of Agreement that defines the terms under which FORA receives property from Army on behalf of the Jurisdictions.	FORA	Completed 2000
FORA/Jurisdiction enter into an Implementation Agreement that defines the terms under which FORA will transfer property to the Jurisdictions.	Both	Complete 2001
FORA/Jurisdictions enter into a Memorandum of Agreement that defines the terms under which FORA will hold property on behalf of the Jurisdictions during the ESCA Munitions Remediation Program. (Not applicable to all property transfers.)	Both	Complete 2007
Jurisdiction letter to FORA designating specific property transfer to the Jurisdiction's designees as outlined in the FORA/Jurisdiction Implementation Agreement. (Not applicable to all property transfers.)	Jurisdiction	
FORA receives Property from the US Army through an Army/FORA in-deed.	FORA	
The US Army issues amendments to the original Army/FORA in-deed amending the munitions related land use restrictions.	Army	
FORA receives US EPA and California DTSC confirmation that the ESCA Munitions Remediation efforts are completed. (Not applicable to all transfers.)	FORA	
FORA prepares the draft FORA/Jurisdiction out-deed to transfer the property to the Jurisdiction.	FORA	
The Jurisdiction makes arrangements for a licensed California Land Surveyor to perform land surveys and produce legal descriptions and maps for use in the draft FORA/Jurisdiction out-deed.	Jurisdiction	
The Jurisdiction reviews the draft FORA/Jurisdiction out-deed.	Jurisdiction	
A final FORA/Jurisdiction out-deed is prepared.	FORA	
FORA signs the FORA/Jurisdiction out-deed and provides the original to the Jurisdiction.	FORA	
The Jurisdiction executes and records the FORA/Jurisdiction out-deed.	Jurisdiction	

(Property Transfer continued)

SIERRA CLUB AGREEMENT: JURISDICTIONS' DEED NOTIFICATIONS

Background:

Section 8.01.010 (j) of the Fort Ord Reuse Authority Master Resolution, which is the central component of the FORA/Sierra Club Settlement Agreement, begins as follows: "The Authority shall record a notice on all property in the Fort Ord territory advising all current and future owners of property of the existence of the Reuse Plan..." The final requirement of Section 8.01.010 (j) is that the notice "advise all current and future owners of property of the existence of the Reuse Plan..." The notice form is attached to the FORA/Sierra Club Settlement Agreement as Exhibit B.

FORA/Sierra Club Settlement Agreement contemplated that FORA would record notices along with each deed out to a jurisdiction. To meet those terms FORA entered into a series of similar Implementation Agreements (IA) with member jurisdictions receiving property through FORA. Exhibit B to the FORA/Sierra Club Settlement Agreement mirrors Exhibit F to the IAs. Under the IA, Section 2-a, the jurisdictions must record the same Exhibit F with their deeds, in order that a preliminary title report surface these notices.

FORA out-deeds (property deeds from FORA to a subsequent entity) typically contain the following language:

"Grantee covenants for itself, its successors, and assigns and every successor in interest to the Property, or any part thereof, that Grantee and such successors and assigns shall comply with all provisions of the Implementation Agreement as if the Grantee were the referenced Jurisdiction under the Implementation Agreement and specifically agrees to comply with the Deed Restrictions and Covenants set forth in Exhibit F of the Implementation Agreement as if such Deed Restrictions and Covenants were separately recorded prior to the recordation of this Deed."

This language satisfies the requirement of Exhibit F in the IAs and Exhibit B to the FORA /Sierra Club Settlement Agreement. FORA and the Sierra Club have reviewed all the existing out-deeds and have identified the out-deeds that don't comply with the IAs or Settlement Agreement. FORA notified the member jurisdictions who received title to former Fort Ord lands that are out of compliance. To bring the deeds into compliance, FORA requested the jurisdictions record the IA Exhibit F deed notification for the properties in question.

Status of Deed Notification Compliance by Jurisdiction:

- FORA: Completed
- City of Marina: 4 remaining
- County of Monterey: Completed
- City of Seaside: Completed
- City of Del Rey Oaks: Completed
- City of Monterey: Completed



For additional details about property transfers, please see the US Army's website and follow the link to Parcel Database Search for up-to-date information on property transfers at:

Former For Ord Environmental Cleanup:
<http://www.fortordcleanup.com>

Parcel Database Search at:
<http://www.fortordcleanup.com/proptytrans/reuseplanning.asp>

Veterans Cemetery

The Fort Ord Reuse Authority (FORA) Board of Directors 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 transferred approximately 78 former Fort Ord acres to the State of California to establish the CCCVC.

In 2011, CA State Legislature amended Military and Veterans Code section 1450.1 directing CA Department of Veteran Affairs (CDVA), in cooperation with Seaside, the County, FORA, and others, to design, develop, and construct the CCCVC.

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 Foundation grant (total \$600,000) support from CA Assembly (\$1M), and funding through Governor Jerry Brown (\$1M). The California Department of Veteran Affairs is scheduled to begin CCCVC construction this fall (2014).



Future site of the California Central Coast Veterans Cemetery.

Financials

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 was completed in early December, reviewed (Auditor present) by the Finance Committee, and accepted by the FORA Board 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

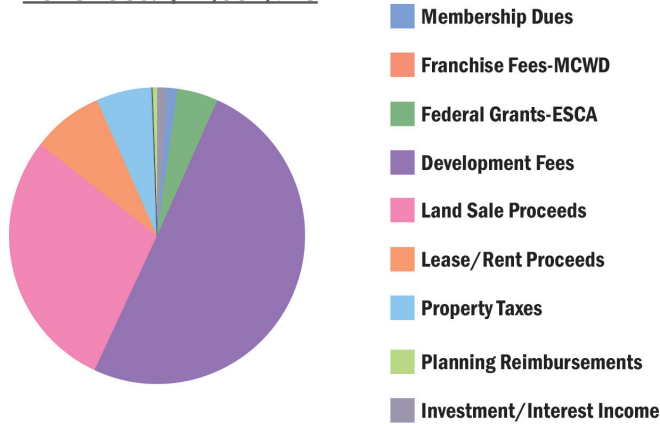
company) had not yet recorded the value of Preston Park land and buildings. Accounting principles generally accepted in the U.S. require that those capital assets be capitalized and depreciated. The Auditor also reported several third-party (Alliance) findings with respect to the Preston Park internal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

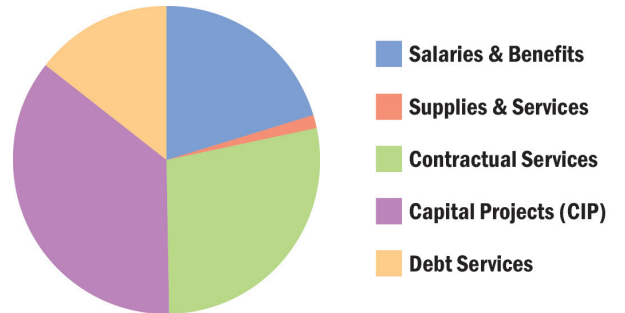
(Financials continued)

The following is the FY 13-14 mid-year budget summary:

Revenues: \$22,031,948



Expenditures: \$10,369,590



Budget Revenues	\$ 22,031,948
Budgeted Expenditures	\$ 10,369,590
Excess Revenues over (under) Expenditures	\$ 11,662,358
Beginning Fund Balance (7-1-2013)	\$ 8,089,428
Ending Fund Balance (6-30-2014)	\$ 19,751,786

The complete FY 13-14 Budget is available on the FORA website: www.fora.org

FY 2013-14 Annual Budget

The Fiscal Year (FY) 13-14 Budget was reviewed by the FORA Finance and Executive Committee- - both committees recommended sufficient funds were available for adoption, and the Annual Budget was adopted by the FORA Board on June 21, 2013. The budget included the following Salary and Benefit adjustments:

- a) 2.5% cost of living adjustment,
- b) salary step advances for eligible employees, and
- c) employer health insurance premium contribution increase to partially offset higher premiums.

Office expenditure funding was reduced from FY 12-13 due to lower costs (in supplies, communications, and travel) and expense policy adjustments. Consulting services were

increased to account for Base Reuse Plan reassessment implementation activities, legal services and initiative election costs. The Annual Budget includes a Capital Improvement Program (CIP) revenues and expenditures summary to provide cohesive representation of upcoming year FORA finances and programs; itemized CIP projects are development fee and land sale revenue collection dependent.

The mid-year budget, approved by the FORA Board in March 2014, included several adjustments. City of Del Rey Oaks (DRO) Pollution Legal Liability payment was deferred to FY 14-15 at DRO's request; increased funding was approved in several categories including Financial and Election Legal consulting services. The mid-year budget reported lower than budgeted land sale revenues and development fee collections - and notification, that the projected ending balance will be reduced, if these CIP revenues are not realized.

Public Records

Overview:

The Public Records Act, California's version of the federal Freedom of Information Act, was passed by the California State Legislature in 1968 and requires inspection and/or disclosure of governmental records upon request, unless exempted by law. In early 2012, FORA experienced a sharp increase in public interest and participation, resulting in an unanticipated volume of public records act requests and a close examination of FORA's records retention practices. In FY 2012/13, FORA adopted a new Records Retention Policy and established an improved protocol to more effectively meet our obligations under the Public Records Act.

Historical Context:

FORA makes every effort to comply with the Public Records Act. In 2012, FORA received 105 public records act requests, equal to approximately the amount received the prior five years combined. Many requests required staff to analyze and produce a large volume of records, which often took weeks and a great deal of legal coordination to properly identify and assemble. In response to these continuing requests and desire to adopt a more formal records retention policy, in June 2012, the FORA Board directed staff to develop a formal records retention policy.

FY 2012/13:

On July 26, 2012, the FORA Board unanimously adopted the FORA Records Retention Policy. The Board also authorized additional resources to respond to the unanticipated volume of public records requests and to bring records into Retention Policy compliance. The new Policy provided additional direction to staff regarding the management and retention of FORA records in compliance with legal statutes. The majority of FY 2012/13 focused on effective implementation of the Policy.

In close coordination with legal counsel, FORA has improved its ability to meet the intricacies of the Public Records Act and developed an efficient new public records request protocol, which has been shared with several regional agencies facing similar demands. Duties were reassigned among current staff members, at no increased expense, to meet ongoing records management and public records requests.

FY 2014/15 and beyond:

FORA will continue to sustain its commitment to meeting the spirit and intent of the Public Records Act.



Fort Ord Reuse Authority office at Imjin Office Park, Marina.

Reports From the Jurisdictions

California State University Monterey Bay (CSUMB)

Demolition

- 25 military structures demolished
- 2 hammerhead : handles (in progress)

Transportation Improvements

Information:

- Website Clearinghouse for Transportation Options - TRIPwise. CSUMB.EDU/trip
- Facebook Social Media page for TRIPwise outreach <https://www.facebook.com/pages/TRIPwise-at-Cal-State-Monterey-Bay/134305713287849>
- The TRIPwise NOOK transportation information and trip planning center, Mountain Hall Suite A has been removed, and will be reconstructed in the Student Center. Multiple sites on campus for distributing TRIPwise brochure, and MST Rider's Guides, including Alumni Visitor Center, Library, Student Center, Residential Life Office, University Center, Campus Service Center.
- TRIPwise brochure (with bike map included) quick reference guide for alternative transportation.
- Award winning TRANSIT TREE poster posted at transit stops, and boards all over campus. Flyers for free transit access, bike week, rideshare month, etc. posted regularly on public boards across campus.

Traffic calming:

- Measures implemented along Inter-Garrison Road, 7th Avenue, Divarty Street and A Streets. Included speed lumps, directional signage, radar speed signs, stop sign removal, and safety zone.

<http://fmp.csUMB.edu/news/2012/nov/20/campus-traffic-calming>

<http://news.csUMB.edu/news/2012/nov/26/traffic-calming-measures-start-january>

Bicycle Transportation:

a. Bike Map, Bike Bunker and Bike Boulevards: <http://transportation.csUMB.edu/biking>, and <http://otter-realm.net/article/campus-cyclists>. Created/updated CSUMB Community Bike Map. Received grant and constructed indoor bike parking facility – Bike Bunker. Received award for Bike Bunker project, including team-collaborative approach. Created 3.8 mile bike boulevard

network with sharrow lane treatments, signage, and bike and pedestrian safety overlay zone using signage at campus entrances. Bike boulevard network creates linkages with existing Class I and II bikeways.

b. Bike Racks and Lockers: Obtained grants for new bike racks. Increases bike parking on campus by 30 percent. Moved bike racks on campus to locations in need. Conducted bike infrastructure usage study - hourly usage of bike racks on entire campus throughout day.

c. Sponsored Bike Month, and participated on regional Bike Week and Bike Month subcommittee development team. Gave away t-shirts, cowbells, and cute bike pins. Promoted online, via email, and in-person.

d. Skateboard/other: Received two donated Skate Docks, and installed at Library and Dining Commons. Doubled bike rental fleet, and rented almost entire fleet. Produced bike safety brochure and campus police bike registry.

Public Transit:

a. Covered Transit Shelters: Installed two covered transit shelters on campus at locations with most bus boardings and bus route services (Library and AVC). There are now only two covered bus stops on main campus.

b. Bus Schedules: Created smart phone app for bus schedules and bus stop locations. Installed real-time bus arrival display at Library Stop. Also, increased number of locations on campus where bus schedules are available (Res Life office, University Center, Student Center, Alumni Visitor Center, the new TRIPwise NOOK information center).

c. New bus lines (and weekend service) added including Line 25 (CSUMB-Salinas), Line 26 (CSUMB-East Campus), and starting in August, Line 27 (CSUMB-Marina).

d. Videos: Line 16 promotional video and campus shuttle promotional video.

e. UPASS: Since 2011, provided unlimited public transit pass for all students and employees.

Ridesharing:

Rideshare Month: Special internal campaign and promotions resulted in CSUMB being top participant in tri-county region for rideshare month.

(CSUMB continued)

Renovation

- Otter Express/building 14 remodel (in progress)

Planning

- Business Information Technology building design
- Climate Action Plan
<http://sustainability.csUMB.edu/campus-sustainability-committee>

Current Enrollment

http://iar.csUMB.edu/sites/default/files/47/attachments/files/erss_enrollment_fast_facts_2124.pdf

Additional Project Details

Otter Express (Building 14):

This 6,762 GSF building was one of the original Fort Ord structures that was minimally renovated for occupancy. The University Corporation currently leases this building as a limited alternative food service facility to the dining commons, mainly for take-out dining. There is currently a food service area, a small area for eating, office areas for the food service provider, and a conference room. In order to make effective use of limited campus space, the University Corporation proposes to remove most of the interior walls and increase the dining capacity to approximately 145. The exterior walls will have new window openings to bring as much natural light into the space as possible. Skylights will also infuse the food serving areas as well as the dining areas with natural light. Office areas will be relocated and restrooms will be moved and enlarged to comply with ADA and code standards. Mechanical and electrical systems will be updated with new light fixtures, and all interior rooms will receive new surface treatments.

Campus Demolition 2013

The demolition work will consist of the abatement and demolition of 25 surplus military structures, located in the area west of the intersection of 8th Street Cutoff and 6th Avenue and the three-story portion of Hammerheads 4582 and 4584 (Buildings 45 and 46). This will be the first time that we will be demolishing structures that are much closer to occupied buildings and will require separating the occupied one-story portion from the unoccupied three-story structure.

Inter-Garrison Sidewalk

Work will consist of the installation of curb/gutter and sidewalk along Inter-Garrison Road from 5th Avenue to the

existing raised crosswalk from North Quad since there are none in parts of the south side of the street. It will include a sidewalk on the west side of 5th Avenue from Inter-Garrison to Divarty Street to make a better connection from the Visual and Public Arts building to the main campus and Library. In addition, there will be lighting installed along Inter-Garrison Road from 5th Avenue to 4th Avenue, and along 5th Avenue from Inter-Garrison to Divarty coordinating with the new sidewalk project.

Business Information Technology (BIT or Academic II)

The design for the next new academic building housing the Information Technology and Communications Design (ITCD) and the School of Business has been completed and is in the agency approval stage. The 58,000 square foot building will consist of classrooms, labs and faculty offices that will be situated immediately west of the Tanimura and Antle Family Memorial Library on Divarty Street. The project site is currently a paved, surface parking lot. This is the second building to be constructed on the Crescent, a unifying landscape feature of the campus core that centralizes academic and student activity. We are waiting for construction funding and anticipate construction starting in February 2014.

Additional BIT description

The design concept for the new Academic II Building is to create a series of linked interior and exterior spaces that provide opportunities for interdisciplinary collaboration and informal social interaction. The design responds to the site in a number of significant ways:

- The structure is massed to shelter outdoor spaces from the wind.
- The building height is limited to three stories and stepped down to one story to engage the nearby library with sheltered outdoor spaces.
- The ground floor spaces are transparent and inviting to users and passersby.
- Durable exterior materials have been selected and applied to withstand a harsh marine environment and support a sustainable design which takes advantage of local climate conditions.
- Colors are derived from the natural environment.

County of Monterey

Fort Ord Recreation and Habitat Area Plan (FORHA)

Monterey County could potentially be responsible for over 2,000 acres of habitat and open space lands in the former Fort Ord area. The areas of responsibility include maintaining and restoring habitat, improving and maintain existing trails, installing trail support facilities such as parking lots, restrooms and signage, providing enforcement personnel, and managing the overall system including coordination with adjacent jurisdictions to create a seamless experience for the users.

Management of habitat and open space requires special policies, guidance, and expertise. Staff held an initial kick off meeting with BFS to lay out the issues. BFS prepared an updated draft FORHA map that represents current conditions but does not yet account for input from other stakeholders.

There are a number of regional trail planning efforts underway, so staff requested a presentation at the FORA Administrative Committee meeting to try to bring together all of the efforts affecting Fort Ord. FORA presented this information to the Admin Committee on Wednesday, May 7th. There was consensus that a regional coordinated effort is needed and would provide efficiencies for resources and efforts.

Councilmember Beach from the City of Carmel initiated such an effort with the help of students at CSUMB, which include areas outside of Fort Ord. The group agreed that Monterey County could take the lead in this Fort Ord coordination effort for the next couple of months while BFS completes their work and that county staff would coordinate with Councilmember Beach's group. The group felt that these efforts should shift to FORA and/or TAMC at some point to be the keepers of information.



East Garrison

- UCP is ready to pull another batch of permits, pending completion of CIP fee reduction. We intend to have Phase 2 Final Map to BOS in August. Then it will be recorded and they will be infrastructure.

East Garrison Project Phase 1 is under construction:

- Manzanita Place, 65 affordable rental units, is complete and occupied.
- 53 single-family homes under construction: homes are being sold.
- 17 units approved for occupancy, having passed final inspection.
- Several other homes are close to final, including the model complex which is expected to be complete for the March Grand Opening.
- About 12 escrows have closed and some families have moved in. Actual pending sales activity information is not available at this time.
- The townhome component is on hold.

- County staff is seeking professional engineering services to review the Phase 2 Final Map. Once the map is submitted, cleared and completed, staff will bring the Final Map to the Board of Supervisors for acceptance.
- Landscaping plans have been approved, including additional walls along the northern boundary.
- Entry monument signs close to receiving approval.
- The structure for the financing of public facilities and services is generally in place.

Circulation and Traffic Improvements

Improvements partially funded using development fees collected by FORA include:

- Davis Road bridge--in design phase
- San Benancio/Hwy 68--completed
- Laureless Grade/Hwy 68--completed

City of Monterey

In February 2014, the City of Monterey City Council authorized the execution of an Exclusive Negotiating Agreement (ENA) with Orosco Development No. 20, a California limited liability company. The purpose of the ENA is to establish procedures and standards for the negotiation of a Disposition and Development Agreement (DDA) and a Development Agreement (DA) for the Property, which consists of approximately 125 acres of land Near South Boundary Road and York Road, adjacent to the City's Ryan Ranch Business Park.

Among the issues to be addressed in the negotiations are:

- (i) the scope of development included in the Project;
- (ii) the land title conditions of the Property,
- (iii) the preliminary analysis of property environmental conditions and remediation of adverse conditions,
- (iv) the type of entitlements necessary for the Project and the Project's compatibility with the City General Plan and the Fort Ord Base Reuse Plan,
- (v) the proposed timing of basewide infrastructure improvements, including delivery of water infrastructure by the Marina Coast Water District and South Boundary Road improvements,
- (vi) the development of a conceptual schedule for the Project, (vii) proposed financing of the Project, and
- (viii) terms for the sale of the Property.

Monterey Peninsula College (MPC)

MPC's Fort Ord Center is comprised of two primary sites: the Education Center at Marina and the Public Safety Training Center in Seaside.

Marina Education Center

The mission of MPC's Education Center at Marina is to serve as a gateway to higher education by providing students access to initial basic skills and general education courses, as well as discreet skills training opportunities. In 2013-14, the Marina Education Center continued to grow in the number of courses offered.

A wide variety of college courses are offered, six days a week. Day and evening courses offered at the Center during fall and spring semesters increased by 9% to 186 sections. The number of enrollments for fall and spring semesters in 2013-14 was 3128, a decrease of 279 or 8% from 2012-13.

Also, through its Continuing Education program, MPC launched three new training programs at the Marina Education Center in 2013-14 to prepare students for employment as a Certified Nurse Assistant, Home Health Aide, and Phlebotomy Technician.



Public Safety Training Center in Seaside

The main focus of MPC's Public Safety Training Center (PSTC) in Seaside is to provide a training venue for public safety training programs to meet local and regional needs. MPC's PSTC curriculum is focused on fire, police, and Emergency Medical Technician (EMT) training. In addition, administration of justice courses were initiated at the PSTC in 2013-14.

The Fire Academy is an intensive 22-week program to fully prepare recruits for fire service jobs. Fire Protection Technology offers a 24-unit Certificate of Achievement which is also entirely applicable to an Associate in Science degree. MPC's Police Academy is provided in partnership with the South Bay Regional Public Safety Training Consortium.

EMT enrollments have been at capacity. Fire and police enrollment is expected to increase as the economy and job openings improve. Despite the lingering impacts of the economic recession, the public safety programs showed enrollment growth in 2013-14. The Fire Academy had 35 graduates in 2013-14, an increase of 9 or 35% over 2012-13, and 135 EMT Certificates of Training were awarded.

During 2013-14, MPC hired David Brown as the new Director, Public Safety Training Center, to oversee the programs. The college also continued planning efforts regarding the MOUT (Military Operations on Urbanized Terrain) and Parker Flats facilities.

City of Seaside

Consistency Determinations

- American Youth Hostel Use Permit & Zoning code text Amendment (February 2014)
- 2013 Zoning Code Update (in process – Board to consider June 2014)

Water Allocation Monitoring

- No additional allocations in 2013-2014.

Residential Unit and Population Monitoring

- Seaside Resort: 1 home built, 2 under construction, 1 pending approvals

Job Creation Monitoring

- No jobs to report.

Jurisdiction Report:

Monterey Downs and Monterey Horse Park and Central Coast Veterans Cemetery:

In September 2010, the City, Agency and Monterey Downs, LLC (the “Developer”) entered into an Exclusive Negotiating Agreement (the “ENA”) for the potential development of approximately 550 acres of land in the former Fort Ord. The term of the ENA expires on December 12, 2014. The proposal consists of three components: the Monterey Downs, the Monterey Horse Park, and Central Coast Veterans Cemetery.

The City is currently processing entitlement applications including a Specific Plan, General Plan and Zoning Amendment, Sphere-of-Influence Amendment, and Tentative Subdivision Map. An Environmental Impact Report (EIR) is being prepared to identify impacts and mitigation measures associated with the proposed project. It is anticipated that a public review draft Specific Plan and EIR will be released for public review and comment in late summer, early fall 2014.

Exclusive Negotiating Agreements (ENA):

Seasons Management Senior Assisted Living Facility – In July 2014, the City entered into an ENA with Seasons Management to develop a 100 unit Senior Assisted Living Facility on the Shoppette site located at the terminus of Coe Avenue on Monterey Road. An appraisal of the site was prepared and business term negotiations are underway. Upon executing a Memorandum of Understanding (MOU) outlining the

agreed upon business terms, development applications will be submitted and the required entitlements and environmental review will be processed.

Dadwal Hotel/Restaurant Development – In January 2014, the City entered into an ENA with Mr. Harbhajan Dadwal to develop a 120-room select service hotel and an 8,000 square foot restaurant on approximately 3.5 acres at the corner of First Avenue and Lightfighter Drive. An appraisal of the site was prepared and business term negotiations are underway. Upon executing a Memorandum of Understanding (MOU) outlining the agreed upon business terms, development applications will be submitted and the required entitlements and environmental review will be processed.

KB-Bakewell Seaside Venture University Villages – In March 2014 the City and Successor Agency entered into an ENA with KB- Bakewell Seaside Venture to plan and develop an integrated mixed-use community on city and successor agency-owned property in the former Fort Ord. The city-owned property is approximately 37 acres of the land site commonly known as the “26 acres” (the “Site”) along Lightfighter Drive and General Jim Moore Boulevard. The Agency-owned property is approximately 50 acres in the Surplus II Planning area bordered by Col. Durham and Gigling Roads (east/west) and Malmady Road and 7th Avenue (north/south). The development plan is a combination of a major retail development and store front retail, office space, multi-family rental housing, senior housing (55+), a business/light industrial park and a variety of for sale residential units including town homes, cluster housing (work force housing for teachers, city employees, military, medical care workers etc.) and single family homes. An appraisal is currently being prepared and the conceptual site plan is being refined.



General Plan Update:

In April 2014, the City Council approved a scope of work and schedule for preparing a General Plan Update. The Scope of Work for the General Plan Update provides a guide for identifying the needed tasks, budget parameters, staff recommendations, technical support needs, community involvement techniques, and schedule for the update. A major component of the scope of work will be developing policies and programs as required by the BRP and incorporate them into the General Plan.

Successor Agency/Dissolution of Redevelopment:

Seaside Resort Development (SRD): In 2005 the City approved land use entitlements for Seaside Resort Development which is a mixed-use project consisting of a Hotel

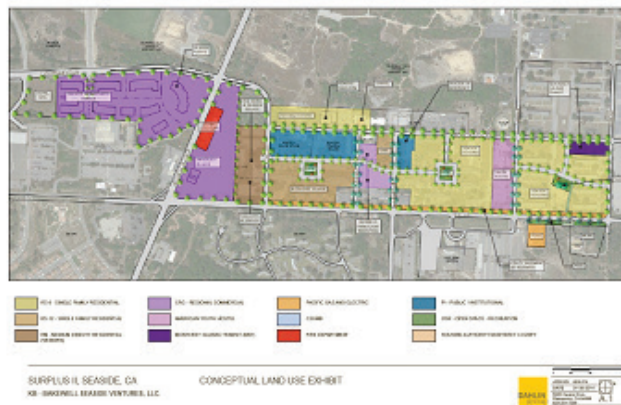
(City of Seaside continued)

Phase of up to 330 rooms, a Timeshare Phase of 170 units and a Residential Phase of 125 residential lots. SRD has acquired 30 “early-start” lots in the Residential Phase, completed the associated horizontal infrastructure improvements and sold four lots. One home has been built, two are under construction, and a fourth is pending approvals.

In January 2014, state Department of Finance (DOF) approved the Amended and Restated Disposition and Development Agreement (A&R DDA) with Seaside Resort Development. The A&R DDA revised the business terms, eliminating the Agency of ~\$13M in debt and cash obligations in exchange for allowing the developer to phase the hotel component of the project.

Long Range Property Management Plan (LRPMP) - In March 2014, the DOF issued Seaside’s “Finding of Completion” which allows the Successor Agency to submit a LRPMP. The LRPMP describes the former redevelopment agency properties and their intended disposition or use. Fort Ord properties included in Seaside’s LRPMP include the following sites:

- The Projects at Main Gate (Lightfighter Drive between First and Second Avenues).
- Open Space Parcel (First Avenue between Lightfighter Drive and Gigling Road).
- Surplus II (bordered by Col. Durham and Gigling Roads (east/west) and Malmady Road and 7th Avenue (north/south).
- Seaside Resort Development (Bayonet and Blackhorse Golf Courses).
- Former First Tee Site (Eucalyptus and General Jim Moore Boulevard).
- Tank Site (between Ardennes Circle/Normandy Road).



Capital Improvement Projects:

Main Gate Sign Removal - The proposed project will remove the overhead sign over Lightfighter Drive at Main Gate. The sign is in poor condition and has become a safety concern.

Decorative Streetlight Retrofit - The City will utilize a program through Pacific Gas and Electric to retrofit the decorative lights at General Jim Moore Boulevard and Seaside Highlands housing area to retrofit the lights to energy efficient LED technology.

Funding for Building Demolition - The City of Seaside is seeking State funding for building demolition in the former Fort Ord within the City of Seaside. The City has identified thirty-eight (38) buildings which require demolition. The demolition costs for these buildings are estimated to be between \$11 Million and \$18 Million.

Most of the buildings are located within the area described as Surplus II. This area is bounded by Col Durham Street on the North, Gigling Street on the South, Malmedy Road on the West and 6th Avenue on the East. There are various types of structures within the Surplus II area with most of them identified as “Hammerheads” and “Rolling Pins”. These are three story high structures constructed out of cast in place concrete and concrete masonry units and are very costly to remove. All of the former Army buildings have some degree of hazardous materials, including asbestos and lead paint which increase the demolition and disposal cost.

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IT Technician/Communications Coordinator	Jen Simon
ESCA Program Coordinator	Laura Vidaurri

Acronyms & Abbreviations

ACM	Asbestos Containing Materials
ADC	Association of Defense Communities
AMBAG	Association of Monterey Bay Governments
AOC	Administrative Order on Consent
ARRA	American Recovery & Reinvestment Act
Army	United States Department of the Army
BLM	Bureau of Land Management
BRAC	Base Realignment and Closure
BRP	Base Reuse Plan
CCCVS	California Central Coast Veterans Cemetery
CDFW	California Department of Fish and Wildlife
CDGS	California Department of General Services
CDVA	California Department of Veterans Affairs
CESA	California Endangered Species Act
CIC	Community Information Center
CIP	Capital Improvement Program
CSUMB	California State University Monterey Bay
DOD	United States Department of Defense
DRO	Del Rey Oaks
DTSC	Department of Toxic Substances Control
EDA	Economic Development Administration
EDC	Economic Development Conveyance
EIR	Environmental Impact Report
EPA	United States Environmental Protection Agency
EPS	Economic & Planning Systems
ESA	Endangered Species Act
ESCA	Environmental Services Cooperative Agreement
FONR	Fort Ord Natural Reserve
FORA	Fort Ord Reuse Authority
FOST	Finding of Suitability to Transfer
HCP	Habitat Conservation Plan
HMP	Habitat Management Plan
HBR	Hierarchy of Building Reuse
IA	Implementation Agreement
LBP	Lead Based Paint

MBEST	Monterey Bay Education, Science and Technology Center of University of Santa Cruz
MCP	Marina Community Partners
MCWD	Marina Coast Water District
MOA	Memorandum of Agreement
MPC	Monterey Peninsula College
MEC	Munitions and Explosives of Concern
MOUT	Military Operations in Urban Terrain
MRWPCA	Monterey Regional Water Pollution Control Agency
MST	Monterey-Salinas Transit
OEA	Office of Economic Adjustment
PBC	Public Benefit Conveyance
PDP	Pilot Deconstruction Project
PFIP	Public Facilities Improvement Plan
PRAC	Post Reassessment Advisory Committee
SCADA	Supervisory Control and Data Acquisition
TAMC	Transportation Agency for Monterey County
VIAC	Veterans Issues Advisory Committee
USFWS	United States Fish and Wildlife Service
UXO	Unexploded Ordnance





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