



FORT ORD REUSE AUTHORITY

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ANNUAL REPORT

| **Fiscal Year 2017-18**



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INTRODUCTION

EXECUTIVE SUMMARY

PROGRESS THROUGH PERSISTENCE



During this past year, the Fort Ord Reuse Authority has seen substantial progress on many fronts. In particular, there has been continued success in munitions and building removal, housing sales, expansion of Veteran Services in health care, housing, support/job programs, and planned expansion of the Veterans Cemetery.

Our region has also seen new projects emerge in the opening of a new hotel in Marina and Fire Station No. 7 in East Garrison. At the same time, the Habitat Conservation Plan is still struggling under the weight of the breadth and bureaucracy of the permitting process, and the Oak Woodlands planning process has been slower than originally anticipated.

The FORA Board is moving toward determining the mechanism(s) required to complete FORA's legislatively mandated mission. This Transition Planning process has been underway for more than two years, involving numerous meetings and

discussions by three Ad Hoc Committees and with regular updates and reports to the FORA Board. The Board is now engaged in discussion and study of a plan framework which identifies topics, potential action alternatives, and policy decisions the FORA Board will need to make in order to produce a legislatively-required draft transition plan by December 2018.

Some past fiscal year highlights include:

- The Dunes on Monterey Bay, East Garrison and Sea Haven housing sales continued at projected levels.
- As part of the Dunes on Monterey Bay second phase, a 40,000+ square-foot fast casual dining project was built and is thriving on the 3.7 acre site.
- The Marriott Spring Hill Suites Hotel opened in Summer 2017.
- The Monterey County Fire District East Garrison Station #7 opened in May 2018.
- Oak Woodlands Planning — FORA completed recommendations for City of Seaside and the County of Monterey consideration.
- The Army and FORA agreed to a \$6.8M Environmental Services Cooperative Agreement amendment for Munitions Monitoring and Reporting. This will assist the region and jurisdictions in long term stewardship and planned future development.
- FORA's leadership resulted in securing all remaining Habitat Conservation Plan Comments (June 21).



East Garrison Station #7 opening celebration and "Engine Push-in" ceremony. This station will serve the residents of East Garrison and surrounding areas near Reservation Road.

- CSU Monterey Bay completed building removal and new facilities, while enrollment increased to 7,200.
- Economic Development progress:
 - ▶ Semi-annual jobs survey reported a 4% increase in jobs at former Fort Ord.
 - ▶ UC Monterey Bay Education Science and Technology Center property auction leading to future property use and development.
 - ▶ FORA staff sustained the Drone Automation Robotics Technology (DART) planning initiative toward future regional job generation.
- A water transfer was secured to enable development of the Veterans Transition Center affordable shelter project.
- Formal opening of the \$100M VA/DOD Clinic on 14.31 Dunes on Monterey Bay acres on August 14, 2017.
- Completion of the first phase of miscellaneous and barracks demolition in the "Surplus II" area to make way for future construction of the Seaside Campus Town.

- The FORA Capital Improvement Program (CIP) was adopted, retaining priority for on-base projects.
- South Boundary and Gigling Road projects are underway after replacing engineering consultant.
- FORA received another in the series of over 20 years of "clean" audits (audits without material substantive exception).

In so many ways, the 2017-18 Fiscal Year achievements demonstrate many ongoing and first time successes, again exemplifying FORA's long-standing commitment to our region of "progress through persistence".

Michael A. Houlemard, Jr.
Executive Officer

FORT ORD REUSE REGIONAL ECONOMIC RECOVERY PROGRESS

The Fort Ord Reuse Authority (FORA) was formed under State Law in 1994 to oversee reuse and economic recovery from the 1991 closure of Fort Ord. Adopted in 1997, the Fort Ord Base Reuse Plan (BRP) provides the policy and land use framework to guide the reuse/recovery process. Framed on three principles of Economic Recovery, Educational Reuse, and Environmental Conservation, reuse provides a balanced, resource-constrained program yielding new educationally-centered communities, vast areas of open space and conserved native habitats, new job opportunities, and anticipated bustling new town centers.

Significant realization of the BRP vision has been achieved over the past two decades, especially in the educational and environmental components of the mission. Remediation of land areas previously used for military training purposes has included cleanup of military waste, groundwater contamination, and unexploded ordnance, land and native plant conservation, and infrastructure improvements to

water and sewer systems and roads now being used by our local residents and communities.

A centerpiece of the recovery, the California State University Monterey Bay (CSUMB) campus, has emerged a shining light in reuse/recovery. Now in its 20th year of operation, CSUMB has 7,200 full-time students, employs over 1,000 faculty and staff, and anticipates a student population of 15,000 by 2025.

In addition to the growth of CSUMB, new conservation and recreation lands have been dedicated on approximately 18,000 of the 28,000 acres at former Fort Ord. The 14,500-acre Fort Ord National Monument recreational and open space area was dedicated by then-President Obama in 2012 and the 1000-acre Fort Ord Dunes State Park (which includes nearly four miles of Monterey Bay Marine Sanctuary shoreline) was dedicated in 2009. Together with 600 acres of the UC Fort Ord Natural Reserve and other associated conservation lands, these properties represent major conservation accomplishments in preserving native coastal habitat and providing community recreational uses for generations to come.

New housing and businesses opportunities initially began with the 380-unit Seaside Highlands residential community as the first post-closure residential project to be completed. More recently, three new community developments have been created, two within the jurisdiction of the City of Marina (Dunes on Monterey Bay and Sea Haven) and one in the County of Monterey (Homes at East Garrison). These developments are among the 3,500 currently approved new housing units of the 6,100 units allowed in reuse of former Fort Ord. Along with residential construction, both the Dunes on

Housing Starts



Year	Active Projects
FY 14/15	2
FY 15/16	2
FY 16/17	3
FY 17/18	4

New Housing	Pre FY 14/15	FY 14/15	FY 15/16	FY 16/17	FY 17/18 Actual YTD* <i>(Annual Projected)</i>	Total Actual YTD <i>(Annual Projected)</i>
New Residential	281	89	256	283	233 (234)	1142 (1143)
Replacement	1565	0	0	34	(24)	1599 (1623)
Totals	1846	89	256	317	233 (258)	2741 (2766)
Total CFD Revenues	\$27,004,803	\$1,982,669	\$5,202,626	\$7,329,706	\$5,554,021 (\$6,149,946)	\$47,073,825 (\$47,669,750)

*Thru 5/23/18

(Regional Economic Recovery continued)

Monterey Bay and East Garrison projects include major new town centers containing job-generating commercial and institutional development. The cities of Monterey and Del Rey Oaks also have future development plans on portions of their respective former Fort Ord lands.

FORA’s Economic Development planning strategies include:

- Assisting in development of additional job creation and revenue generation opportunities based on utilizing local and regional economic strengths (agriculture, tourism/hospitality, education, recreation, and government)
- Actively engaging with regional partners and community stakeholders
- Retaining existing businesses and attracting new business and job creation options within the region
- Developing and maintaining information resources regarding properties and options/opportunities available in reuse
- Participating in regional economic development efforts and initiatives in coordination with other

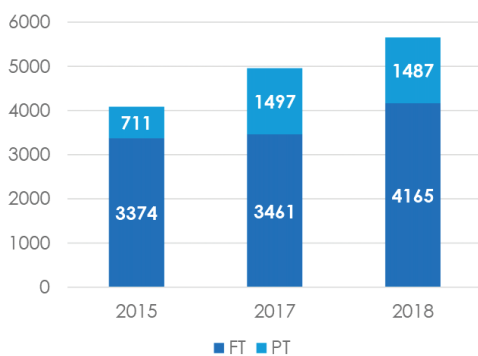
entities including the Monterey Bay Economic Partnership, the City of Salinas Agtech ecosystem, Monterey County Business Council, CSUMB, UCSC and others

- Measuring and reporting progress.

During the past fiscal year, FORA’s economic development activities included: 1) leading response to a Federal Aviation Administration call for proposals for Unmanned Aerial Vehicle Integration Pilot Program centers; 2) supporting small business assistance programs in conjunction with CSUMB partner efforts; 3) continuing to expand Central Coast Marketing Team impact in facilitating location opportunities for FORA jurisdictions and others; 4) sustaining regular meetings under a partnership agreement for the UCMBEST Center and supporting the successful auction of the 49-acre West Campus; and, 5) implementing additional multiple efforts to retain, expand and/or recruit business to the region.

For more information about reuse and redevelopment at former Fort Ord, visit the FORA economic development-oriented website OrdForward.com or contact Josh Metz at josh@fora.org

Jobs Survey



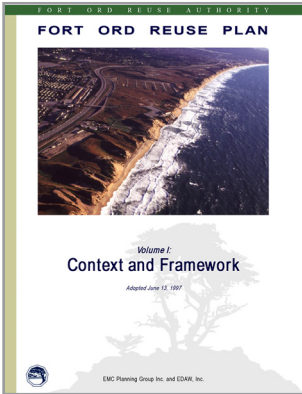
Year	Total Employers Surveyed
2015	72
2017	117
2018	133

Type	2015	2017	2018	Change
FT	3374	3461	4165	20%
PT	711	1497	1487	0%
Total*	4085	4958	5652	14%

*Excludes Construction Jobs = Approximately 3000 in FY 17/18 (Dunes, East Garrison, Sea Haven, CSUMB)

FORT ORD BASE REUSE PLAN

REASSESSMENT COMPLETION



The BRP is the guiding policy document for reuse and redevelopment of former Fort Ord. It was adopted in June 1997, and a republished version of the BRP was completed in digital format in August 2001, incorporating various errata corrections. The BRP envisioned a long-range timeframe for

redevelopment of former Fort Ord. Chapter 8 of the Master Resolution required a BRP Reassessment be completed when 6,000 housing units were in place on former Fort Ord or by January 1, 2013. As that January 2013 deadline approached, the FORA Board entered into a contract with EMC Planning Group to complete the Reassessment. The 2012 final BRP Reassessment and Scoping Report are the culmination of that process, and identify a set of follow-up actions by categories.

Categories I & II

In the BRP Reassessment Report, Category I consists of text/figure errata corrections to the BRP, and Category II involves BRP modifications due to FORA Board actions and regional plan consistency.

After review and direction by the FORA Board and the Post-Reassessment Advisory Committee in 2013, FORA conducted a consultant selection process in Fall 2015. In February 2016, FORA contracted the planning consultant firm of Michael Baker International (MBI) to assess whether Category I and II are considered a “project” under the California Environmental Quality Act. In July 2016, the Board accepted MBI’s determination/opinion report that Category I and II did not constitute a “project,” under CEQA.

With the FORA Board’s acceptance of MBI’s report in July 2016, the Board requested that staff present the results of Category I work at a future Board meeting. Category I completed tasks were presented at the March 9, 2018 Board meeting. In total, there were 151 text errata changes and 97 figure errata changes. The results are posted on the fora.org website, under Planning/BRP and a hardcopy is available for review in the Community Information Center of the FORA office.

Remaining Category II tasks relate to prior Board actions and Regional Plan consistency. Some FORA landholding jurisdictions are updating their General Plans and zoning maps. After those documents come to FORA for Consistency Determinations, staff will be able to attend to remaining Category II items.

Category III

In the definition/categorization used in the BRP Reassessment Report, Category III consists of policies and programs that were incomplete. FORA completed its remaining major BRP related project, the Regional Urban Design Guidelines. In FY 2016-17 and FY 2017-18, FORA assisted the City of Seaside (Seaside) and County of Monterey’s (County) incomplete efforts to finish BRP policies and programs designating an Oak Woodland Conservation Area within certain development parcels south of Intergarrison Road. In May 2016, after an extensive recruitment process, FORA selected the consultant planning firm of Denise Duffy & Associates (DD&A) to prepare a Draft Oak Woodland Conservation Area Map and Draft Oak Woodland Area Management and Monitoring Plan to complete Oak Woodland Policies and Programs for Seaside and the County.

(Base Reuse Plan continued)

In FY 2016-17, FORA staff engaged with Seaside and the County to develop a public participation process which included:

- an independent website about the collaborative conservation planning: oakwoodlands.org.
- Two public meetings to gather input on their respective BRP Oak Woodland Policies and Programs.

In FY 2016-17, several land owners including California State University Monterey Bay (CSUMB) and Monterey Peninsula College (MPC) provided input for the planning effort.

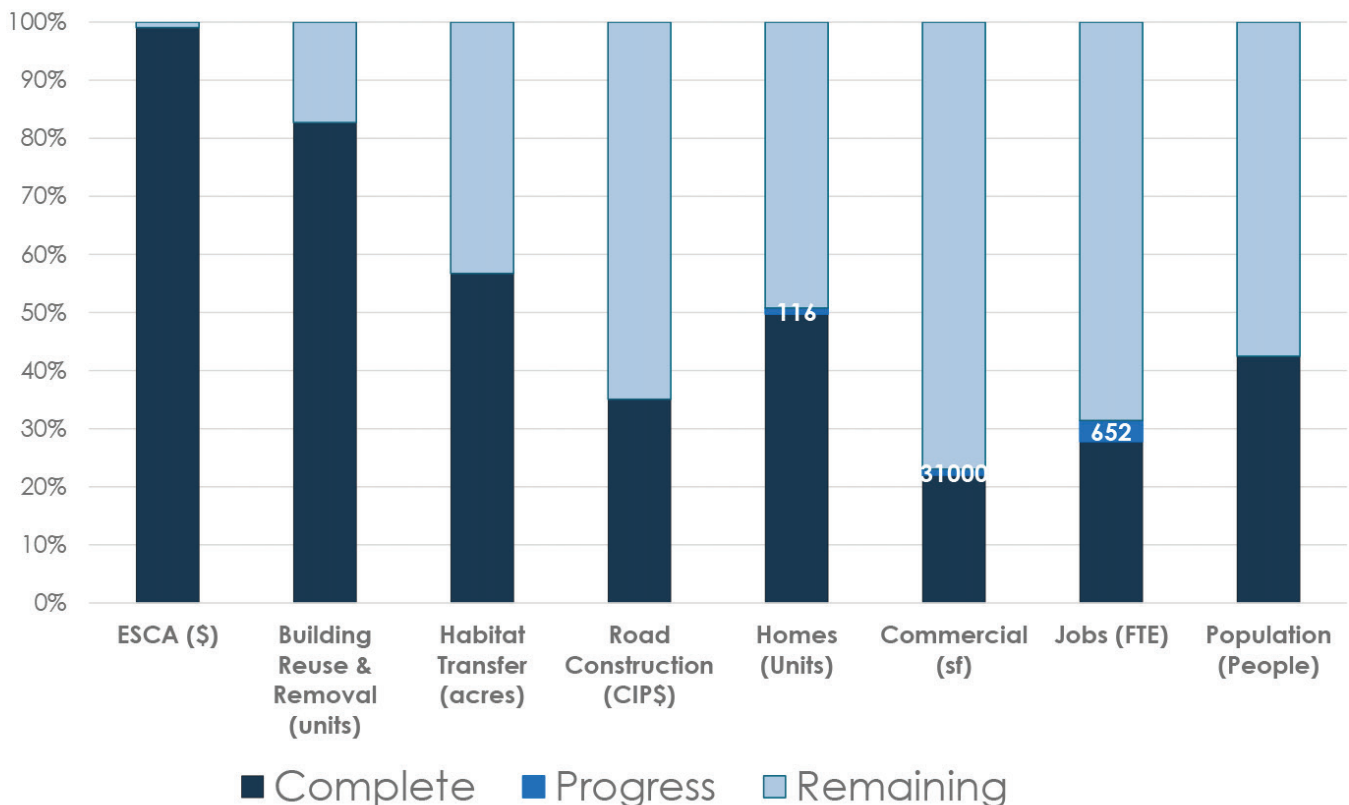
In FY 2017-18, DD&A assisted County and City of Seaside staff in the presentation of Oak Woodland Conservation Area concepts to the County Fort Ord Committee, Board of

Supervisors and Seaside City Council. Seaside City Council weighed in on their preferred draft area in May. The County Board of Supervisors weighed in on their preferred draft area in June. With that information, DD&A resumed drafting the Management and Monitoring Plans for the jurisdictions. In summer 2018, the public participation process will continue with Public Workshops on the plans that correspond to the draft area concepts.

FORA's Oak Woodland Conservation Planning efforts facilitate completion of the jurisdictions' individual Oak Woodland obligations. FORA will share results with other FORA jurisdictions, land owners, and other interested parties to enhance Oak Woodland planning and management on former Fort Ord and adjacent areas. To stay up to date with the public participation process, go to: oakwoodlands.org.



Reuse Progress



Last Updated: 7/26/2018

www.OrdForward.org

PROGRESS REPORT

BASE REUSE PLAN

IMPLEMENTATION

Consistency Determinations

When a FORA member jurisdiction approves a legislative land use decision (such as a zoning or general plan amendment) within former Fort Ord, the FORA Board reviews the land use decision to certify consistency with the 1997 Base Reuse Plan (BRP). FORA also reviews a jurisdiction's development entitlement (such as a subdivision map, tentative map, parcel map, site plan, or building permit) approvals for BRP consistency. Development entitlement consistency determinations are administrative decisions made by the FORA Executive Officer. The Executive Officer informs the FORA Board of such administrative decisions, which may be appealed to the FORA Board.

If the FORA Board does not certify a consistency determination, the Board may suggest modifications. If suggestions are adopted by the applicable land use jurisdiction (county or cities) and transmitted back to the Board, they will be deemed approved upon confirmation by the Executive Officer. Should a land use jurisdiction decide not to accept the suggestions but instead proceed with a proposed project, the land use jurisdiction must resubmit its revised legislative land use decision to FORA for a new review and consistency determination.

Over the several years, City of Seaside has pursued development of a new Draft General Plan (Seaside 2040). FORA anticipates that Seaside will submit its Final General Plan (Seaside 2040) for a legislative land use decision consistency determination in FY 2018-19. City staff indicated to FORA that a Zoning Map and Specific Plans will be submitted for consistency before the General Plan update in FY 2018-19.

In 2017-18, City of Marina worked on a Draft Marina Airport Master Plan Update and draft EIR. City staff indicated to FORA that they will submit a consistency determination on this project in at the end of FY 2017-18 or beginning of FY 2018-19.

Annual Reporting - Constraints Management

The BRP requires FORA to provide an annual report about the reuse, resource, and service levels related to planning and projects. Reporting addresses transportation improvement, water allocation, residential units and population, job creation, public services, and CIP conformance.

Monitoring Transportation Improvements

The BRP requires FORA to work with the Transportation Agency for Monterey County (TAMC) to monitor both current and projected traffic service levels on links identified as "on-site" and "off-site" road segments in the BRP. TAMC and its consultant Kimley-Horn completed the "2017 FORA Fee Reallocation Study" which was incorporated into the FY 2017-18 Capital Improvement Plan approved in May 2017. Through this study, TAMC performed a comprehensive review of traffic service levels within "on-site," "off-site," and "regional" segments and reallocated FORA's transportation mitigation funding. The study analyzed two scenarios: Build Current FORA Capital Improvement Program (CIP) and Build Alternative CIP (same as Current CIP with a broader definition of Highway 1 Corridor projects to include transit enhancements and 2nd Avenue Extension, also known as Del Monte Boulevard Extension). Both the Current CIP and Alternative CIP scenarios provided sufficient capacity in the roadway network to address future growth-related transportation deficiencies.

The 2017 FORA Fee Reallocation Study resulted in the following outcomes:

- FORA will utilize the Alternative CIP scenario in the fee reallocation.
- FORA will apply Option B, Fund Local Improvements First (100% of on-site projects receive funding) rather than the Option A, Nexus (on-site projects receive partial funding).

Water Allocations and Monitoring

The FORA Board is required to determine whether a project is consistent with the BRP and if a project approved by the land use jurisdiction can or 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. Table 1.1 shows former Fort Ord Land Use Jurisdictions' groundwater allocations, sub-allocations, 2012 Consumption Amounts, Committed Amounts, and Remaining Amounts in Acre Feet per Year (AFY). Table 1.2 shows Fort Ord Land Use Jurisdictions' recycled water allocations. Recycled water is not yet available for delivery to Fort Ord water users, but will be provided by the recently approved "Pure Water Monterey" project.

Table 1.1—Former Fort Ord Water Allocations

Ord Community Land Use Jurisdiction	SVGB Allocation (AFY)	Suballocations to	2017 Consumption Amt. (AFY)	Committed Amt. (AFY)	Remaining Amt.(AFY)	Notes:
CSUMB	1,035		319.40	938	97	
		Campus Buildout projection to 2025	319.29	938		2007 Campus Master Plan FEIR
		FOCSUMB account	0.11			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		141.17	522.5	187.5	
		East Garrison 1	141.17	470		Allocation reso. 05-268
		MPC	0	52.5		Allocation
UCMBEST	230		1.3	1.3	228.7	
		UCMBEST Center existing use	1.3	1.3		MCWD 10-year Annual Consumption Report (Consumption report)
City of Seaside	1,012.5		290.01	755.44	257.06	
		Sunbay Apts.	58.66	120		Allocation 10/23/2001 (FORA – Army MOA Amendment #1)

Table 1.1—Former Fort Ord Water Allocations *(continued)*

Ord Community Land Use Jurisdiction	SVGB Allocation (AFY)	Suballocations to	2017 Consumption Amt. (AFY)	Committed Amt. (AFY)	Remaining Amt.(AFY)	Notes:
		Brostrom Park (Bayview)	63.37	84.8		Allocation 10/23/2001 (FORA – Army MOA Amendment #1)
		Seaside Highlands	114.88	168.5		Allocation reso. 02-07
		Seaside Resort	0.98	161.4		Allocation reso. 05-44
		Monterey	College of Law	0.40	2.6	Allocation reso. 04-20
		MPC	0.43	9.7		Allocation reso 09-36
		MPUSD	22.87	22.87		Consumption report
		Chartwell School	3.75	6.4		Allocation reso. 05-26
		Main Gate	0	149		WSA totaled 207 AFY. Allocation of 149 AFY on 5/15/2008
		Blackhorse & Bayonet Golf Courses	1.11	1.11		Agreed on 4/1/10: 2,500 AF in exchange for 17 acre parcel; maximum 500 AFY (temporary) Consumption Report
		American Youth Hostel	0	5.5		Agreed on 12/15/2007: Joint Seaside City Council/RDA meeting - Army-Seaside land exchange
		Construction	13.67	13.67		Consumption Report
		Other existing	9.89	9.89		Consumption Report
CalVet	5		2.9	5	0	
		CCCVC	2.9	5		Army Water Deed dated 8/1/2014
U.S. Army	1,577		460.45	460.45	1,116.55	
		None	460.45	460.45		Consumption Report
State Parks & Rec.	39.5		0	0	39.5	

Table 1.1—Former Fort Ord Water Allocations (continued)

Ord Community Land Use Jurisdiction	SVGB Allocation (AFY)	Suballocations to	2017 Consumption Amt. (AFY)	Committed Amt. (AFY)	Remaining Amt.(AFY)	Notes:
		None	0	0		
City of Marina	1,325		347.46	1,259.98	65.02	
		Abrams Park	50.92	50.92		Consumption Report
		Cypress Knolls	0	156.1		Allocation 11/8/2006
		Sea Haven	23.37	292.4		Allocation 3/3/2004
		Preston Park	56.29	56.29		Consumption Report
		Preston Shelter	5.83	5.83		Consumption Report
		School	.11	.11		Consumption Report
		Dunes on Monterey Bay	112.66	593		Allocation 5/31/2005
		Rockrose Gardens	3.01	4.9		Allocation 6/9/2011
		Airport	2.77	2.77		Consumption Report
		MPC	1.84	7		Allocation 2/6/2007
		Imjin Office Park	4.61	4.61		Consumption Report
		Construction	42.57	42.57		Consumption Report
		Other existing	43.48	43.48		Consumption Report
Marina Sphere	10		.4	1.5	8.5	
		Ord Market	.4	1.5		Ord Market Lease Agreement, dated 9/5/2006
Reserved to cover line loss	348.5		0	348.5		
Total GW:	6,600		1,563.09	4,292.67	2,307.33	

Sources: FORA, Marina Coast Water District (MCWD), MCWD 2017 Water Consumption Report per notes column.

Notes:

“SVGB Allocation (AFY)” means allocations of Salinas Valley Groundwater Basin water made by the FORA Board after US 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, entity, or tracking of 2017 consumption data when no project allocation exists.

“Committed amount (AFY)” means project suballocation, when it exists, or 2017 consumption data when no project allocation exists.

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	1,359
Line Loss	68
Former Fort Ord Recycled Water Total:	1,427

Notes:

“Recycled Water Allocation (AFY)” means allocations of Recycled Water made by the FORA Board in 2007.

A number of former Fort Ord development projects (such as Seaside Resort Golf Courses, Seaside Highlands, 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

The BRP notes that FORA will incorporate jurisdictions’ reports regarding residential population and numbers of units in the FORA annual report (3.11.5.4(b)). Based on current information, Table 2 shows the current population estimate on former Fort Ord and Table 3 shows projected population within 2019.

Table 2—Current Former Fort Ord Population Estimate

Category	Units	Occu-pancy /Unit	Population
POM Annex	1,590	2.6	4,134
CSUMB	1,253	2	2,506
East Garrison	749	2.6	1947
Seaside Highlands	380	2.6	988
Seaside Resort	5	2.6	13
Dunes on Monterey Bay	390	2.6	1,014
Sea Haven	121	2.6	315
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:	5,673		13,998
CSUMB beds			1,832
Promontory beds			579
Estimated Total:			16,409

Table 3—Projected 2019 Former Fort Ord Population Estimate

Category	Units	Occu-pancy/ Unit	Population
POM Annex	1,590	2.6	4,134
CSUMB	1,253	2	2,506
East Garrison	869	2.6	2,259
Seaside Highlands	380	2.6	988
Seaside Resort	7	2.6	18
Dunes on Monterey Bay	462	2.6	1,201
Sea Haven	241	2.6	627
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:	5,987		14,814
CSUMB beds			1,832
Promontory beds			579
Estimated Total:			17,225

Job Creation Monitoring

The BRP requires that FORA incorporate job creation reports into its annual report (3.11.5.4(c)). FY 2017-18 job survey results show a total of 4,165 full time and 1,487 part time jobs on former Fort Ord. The data does not include temporary construction positions. Assuming two part-time jobs are roughly equivalent to 1 full time job, there were an estimated 4,909 full time equivalent (FTE) jobs on former Fort Ord at the time of the survey. The full job survey report is available online: ordforward.org/2017-fora-jobs-survey/

With a current estimate of 5,673 residential units, the estimated jobs/housing balance at former Fort Ord is 0.87 jobs/dwelling unit. The BRP uses a target jobs/household ratio of 2.06.

Monitoring of Public Services

If a project approved by a land use jurisdiction does not meet FORA's level-of-service standards for public services, the FORA Board will be required to determine that the project is not consistent with the BRP. FORA staff did not receive a development entitlement consistency determination in FY 2017-18.

Monitoring of CIP Conformance

Public agencies such as FORA and MCWD are charged with providing public facilities (roads, water, sewer) to existing and future users. One of FORA's roles is to match infrastructure plans with infrastructure needs. FORA fulfils this role in part through monitoring CIP conformance.

The BRP states that if a project approved by a land use jurisdiction cannot be served by adequate infrastructure, the FORA Board is required to determine the project is not consistent with the BRP. FORA staff did not receive a development entitlement consistency determination in FY 2017-18, therefore, no report.

PROGRESS REPORT

CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

FORA's Capital Improvement Program (CIP) was created in 2001 to establish Board policy, authorize annual activity, provide a planning/projections tool, and monitor mitigation obligations from the 1997 Fort Ord Base Reuse Plan (BRP). The CIP is a policy approval mechanism for ongoing BRP mitigation requirements as well as other capital improvements established by FORA Board policy. The CIP is revisited annually by the FORA Board to assure that projects are implemented on a timely basis.

Recently, FORA worked with consultants to complete two studies: the 2017 FORA Fee Reallocation Study and the Biennial Formulaic Fee Review.

CIP Studies

Planning studies that concluded in May 2017 consisted of: 1) the 2017 FORA Fee Reallocation Study completed by Kimley-Horn for the Transportation Agency for Monterey County (TAMC); and 2) the Biennial Formulaic Fee Review completed by Economic Planning Systems, Inc. (EPS) for the FORA Community Facilities District (CFD) special tax. These studies provided important information concerning cost and funding for FORA transportation projects and other FORA CIP projects such as building removal to the FORA Board, Administrative Committee, CIP Committee, jurisdictions, public, and developers.

Forecasting

CIP development forecasting is subject to economic and market forces. However, annual jurisdictions' development forecast updates remain the best method for CIP programming since timing of project implementation is within the purview of individual jurisdictions. Consequently, the FORA Administrative Committee annually reviews jurisdictions' development forecasts to reflect project schedules and market changes.

In FY 2010/11, FORA had EPS perform a review of CIP costs and contingencies (CIP Review – Phase I Study), which resulted in a 27% across-the-board CFD special tax/development fee reduction in May 2011. Additional reductions of 23.6% and 17% in CFD special tax/development fees took effect in 2012 and 2014. In 2017, the FORA Board approved a 0.8% CFD special tax/development fee increase based on a recommendation from the Biennial Formulaic Fee Review. In July 2018, the FORA CFD special tax/development fee increased by 3.29% based on the prior year's construction cost index (CCI).

Costs and Fee Assignments

Costs assigned to individual CIP elements were first estimated in May 1995 and published in the draft 1996 BRP. Subsequently, Transportation/Transit costs were updated with the 1997 Fort Ord Transportation Study and 2005 FORA Fee Reallocation Study. After completion of the 2017 FORA Fee Reallocation Study and annually thereafter, FORA has adjusted its Transportation/Transit costs to reflect updated engineers' estimates for specific improvements and to reflect the Engineering News Record (ENR) CCI inflation factors.



General Jim Moore Blvd.

CIP Revenue Sources

The primary CIP revenue sources are the CFD special tax/development fee and land sale proceeds. These primary sources are augmented by loans, property taxes, and grants. The CFD special tax/Development Fee has been adjusted annually to account for inflation, with an annual cap of 5%. The FORA CFD special tax/Development Fee pays for mitigations including Transportation/Transit projects, Habitat Management obligations, and Water Augmentation. Land sale proceeds are designated to fund Building Removal Program costs per FORA Board policy. After funding FORA building removal obligations, additional land sale proceeds can fund other CIP projects.

Project Accomplishments

FORA has actively implemented capital improvement projects since 1995. As of the last reporting period, FORA has completed approximately:

A. Transit/Transportation

\$72M in roadway improvements had been made through the prior reporting period, including underground utility installation and landscaping, predominantly funded by US Department of Commerce – Economic Development Administration (EDA) grants (with FORA paying required local match), State support in the form of Defense Adjustment Matching grants, FORA CFD fees, loan proceeds,

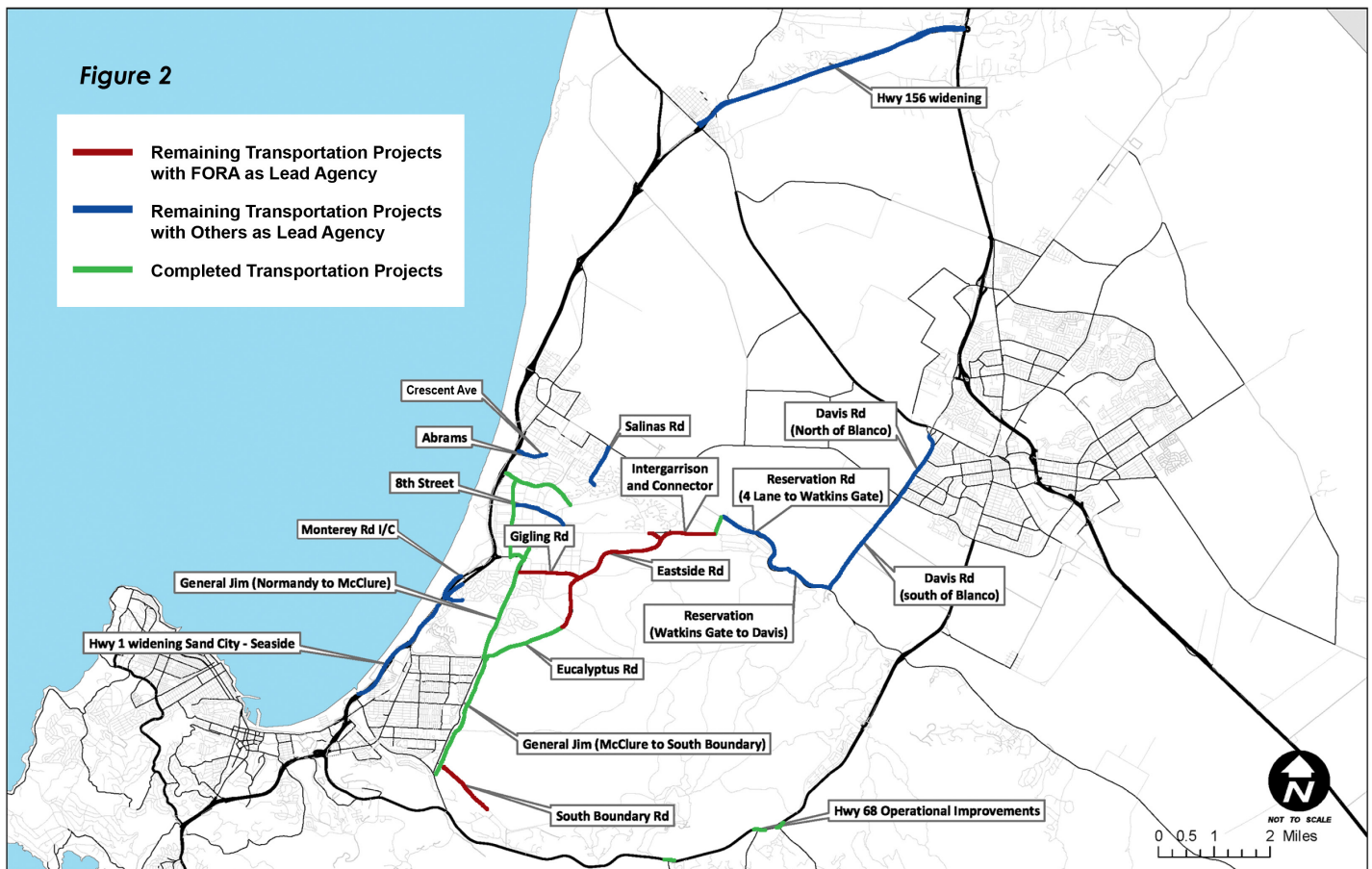


Figure 2: Remaining Transportation Projects

(Capital Improvement Program continued)

payments from participating jurisdictions/agencies, property tax payments, and a FORA bond issue. In total, over 50 lane miles of new or refurbished roadways and bike lanes have been completed.

Specific projects have been:

- Safety improvements at various locations, 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 \$5.2 million EDA grant and FORA matching funds.



- Roadway improvement in the form of widening and adding signals to General Jim Moore Boulevard (GJMB) and Highway 218 (Canyon Del Rey Boulevard), and realignment of General Jim Moore Boulevard from Light Fighter Drive to 4th Avenue through a \$1 million EDA grant/FORA matching funds. GJMB Phases I through VI produced 22 total lane miles in roadway construction.
- Construction of new roadway, communication ducts, and storm drains with funding from a \$2.1 million EDA grant for University Drive and Research Drive on property owned by the University of California's Monterey Bay Educational, Science and Technology Center (UC MBEST).

- Construction of new roadway, bicycle lanes, native landscaping and sound walls along California Avenue from Reindollar Avenue to Imjin Parkway with funding from a \$2 million EDA grant/FORA matching funds.
- 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 the cities 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 also constructed using EDA grant/FORA matching funds.
- South Boundary Overlay: With remaining EDA grant funds from the California Avenue/ Rancho Saucito Road projects, South Boundary Road (from Rancho Saucito Road to General Jim Moore Boulevard) received a pavement overlay and fresh striping.
- MBEST & University Drive: The connection and opening of the intersection of MBEST and University Drives with Blanco Road.
- 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 \$9.8 million EDA grant/FORA matching funds, which also financed other projects noted below.
- 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. In 2003, FORA received a TAMC Transportation Excellence Award for Imjin Parkway.
- 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, and 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 \$3.9 million EDA grant.

- 2nd Avenue Completion: Telecommunications conduit installation, irrigation and landscaping, and bike lane striping to complete 2nd Avenue construction. This project utilized remaining EDA grant funds.
- Coordination with Other Agencies: 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.
- FORA has been funding its transit obligation through reimbursing MST's purchase or replacement of transit vehicles. Additionally, the BRP envisioned a "multimodal corridor" providing transit services between the Peninsula and Salinas. After a series of stakeholder meetings and community workshops, TAMC determined a preferred multimodal corridor route and a conceptual plan that will be used as a guiding document for development and roadway designs.

B. Habitat Management

FORA has provided upfront HCP preparation / CEQA funding and a long-term endowment for HCP implementation. FORA has dedicated 30.2% of CFD special tax/Development Fee collections to build to a funding target of \$48 million for endowment

funds necessary to implement habitat management responsibilities in perpetuity. FORA expects to set aside roughly \$21 million by June 30, 2020 toward this target.

C. Water Augmentation

FORA's accomplishments in the 2016/17 Fiscal Year built on the collaborative work of Marina Coast Water District (MCWD), Monterey Regional Water Pollution Control Agency (MRWPCA) and FORA to advance the previously approved Regional Urban Water Augmentation Project (RUWAP). The FORA Board approved a \$6M RUWAP Pipeline Reimbursement Agreement in September 2016. FORA has reimbursed portions of the \$6M for the completion of the trunk-line engineering. MCWD expects to implement Pipeline construction in 2017-2018 and beyond. MCWD will also begin work in 2018-19 to hire a consultant to explore future 'all of the above' water augmentation sources to meet future Fort Ord water needs.

D. Building Removal

Previously, FORA accomplished \$31.5 million in building removal at the Dunes on Monterey Bay, East Garrison, Imjin Parkway, and Imjin Office Park site. A \$19.4 million credit to future land sale is allocated for Marina Community Partners' phases II and III of the Dunes on Monterey Bay project. The remaining FORA building removal obligation is \$9.5 million in Surplus II in Seaside and at the Stockade in Marina.

E. Property Management and Caretaker Costs

In FY 2010/11, FORA contracted with 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 about accepting 1,200+ acres of former Fort Ord properties without sufficient resources to manage them. These obligations are not BRP required CEQA mitigations, but are considered base-wide obligations (similar to FORA's portion of building removal). In FY 2015/16, the FORA Board approved a Jurisdiction-Incurred Caretaker Costs Reimbursement Policy which states that FORA funding for caretaker costs shall be determined by "allocating a maximum of \$500,000 from the prior fiscal year's property taxes collected and designated to the FORA CIP." FORA sets caretaker costs funding

(Capital Improvement Program continued)

through the approved FORA CIP. FORA provided approximately \$500,000 to jurisdictions in Caretaker Cost funding over the last two fiscal years.



F. Fire-Fighting Enhancement

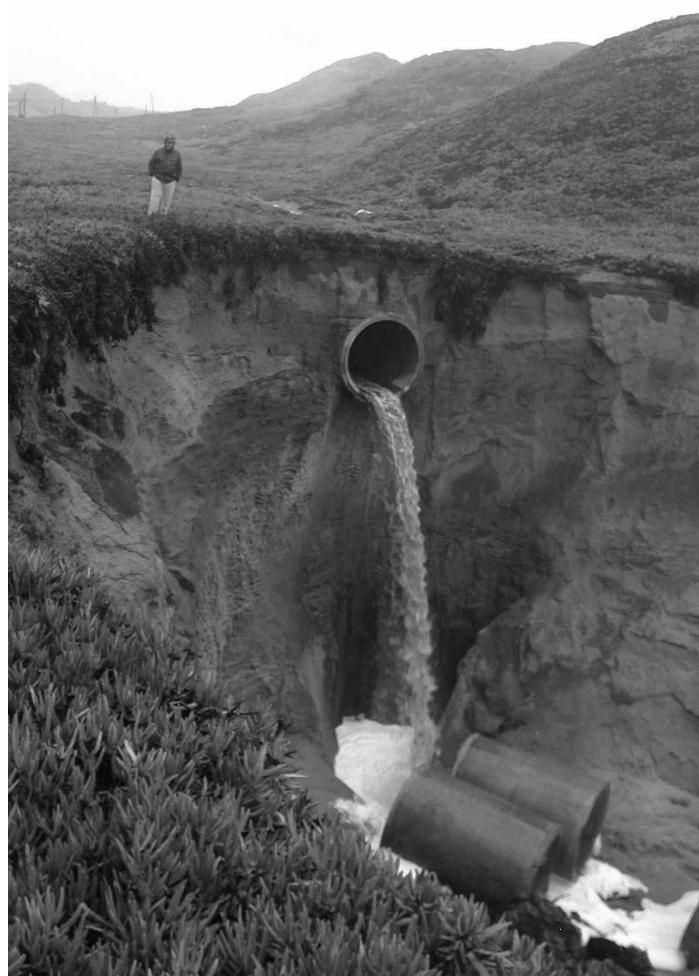
The BRP originally identified a need for a fire station to monitor and control wild fires on the former Fort Ord and assigned a \$1.1 million FORA obligation. FORA staff met with area fire chiefs, public works directors and city managers who determined that purchasing firefighting equipment for existing fire departments would better serve anticipated reuse and wildland 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 Military Community, and one fire tender for the Salinas Rural Fire Department. The final payment was made in 2014 and this obligation is retired.

G. Storm Drainage Systems (including grants received—obligation retired)

Funds to design and construct alternative storm water runoff disposal systems allowed for the removal of storm water outfalls. As a BRP California Environmental Quality Act (CEQA) obligation, FORA was required 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. In 1999, FORA received an EDA planning grant for the removal of the outfalls and creation of storm water retention basins, and an EDA construction grant in 2001 for a total of \$1.6 million. FORA coordinated extensively with the U.S. Fish and Wildlife Service due to presence of the threatened Western Snowy Plover at the project site.

The CIP provides the public a comprehensive overview of the capital programs and expectations involved in former Fort Ord recovery programs and a basis for annually reporting on FORA's compliance with its environmental mitigations and basewide obligations. The CIP report can be accessed on the FORA website: fora.org.



ESCA

CLEANUP & REMEDIATION

ACCOMPLISHMENTS



The U.S. Army (Army) and FORA entered negotiations in Spring 2005 for an Army-funded Environmental Services Cooperative Agreement (ESCA) addressing “cleanup”/ remediation of Army Munitions and Explosives of Concern (MEC) on approximately 3,340 former Fort Ord acres.

In 2007, the Army awarded FORA \$98M for MEC cleanup to address remnant hazard safety issues resulting from previous Army munitions training operations conducted at the former Fort Ord.

The 1997-adopted FORA Base Reuse Plan defines the reuse and recovery programs for Economic Development Conveyance (EDC) properties. The ESCA enabled MEC removal on EDC property not yet certified for transition from military to civilian use.

The planned ESCA MEC remediation field activities are now complete and ESCA field teams have:

- Recovered over 4,900 munitions items and 50,000 pounds of munitions debris;
- Sifted over 150,000 cubic yards of soil; and
- Removed residual Army cultural debris (115,000 pounds).

During these critical public safety actions, worker and public security was sustained and there were no injuries.

In January 2017, the Department of Toxic Substances Control (DTSC) - during their review of past Army cleanup work - asked the ESCA team to expand Seaside fieldwork to assure effectiveness of past munitions remediation work, which was completed in the summer of 2017.

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

Other ESCA properties remain closed as the Regulators review the field work documentation and develop safety controls, if needed. Until regulatory review, concurrence and site closure is received, the ESCA property is not open to the public. Regulatory approval does not determine end use. The underlying jurisdictions are authorized to impose or limit zoning, decide property density or make related land use decisions in compliance with the FORA Base Reuse Plan.

(ESCA continued)

The ESCA team from left to right: FORA staff, Stan Cook and Laura Vidaurri; Westcliff Engineers, Aimee Houghton and Jeff Swanson.



Since 2007, the ESCA Remediation Program (ESCA RP) has worked with local jurisdictions and community groups to provide safe coordinated access through ESCA properties to the Fort Ord National Monument. The ESCA RP has also diligently conserved former Fort Ord ecological resources and has:

- Managed 15 threatened and endangered species on approximately 3,340 acres;
- Restored 14 acres of Coastal Chaparral habitat (Sprouting/ planting more than 30,000 native plant seedlings);
- Removed invasive weed species such as Ice Plant, French Broom and Pampas Grass;
- Continually removed illegally dumped materials on ESCA properties;
- Sponsored a Volunteer Trash Cleanup Day for 2 miles of former Fort Ord roads; and
- Removed dilapidated Army structures such as latrines, range towers and training structures.

The ESCA team continues to actively monitor biological resources and track restoration activities on ESCA properties. The ESCA 2017 Annual Natural Resource Monitoring, Mitigation and Management Report was published in January 2018 and can be found in the Army Administrative Record. The ESCA RP provides environmental stewardship on a yearly basis for the ESCA properties through erosion control; managing trespassing and illegal dumping; and performing Army sensitive species monitoring and reporting.

Since 2007 ESCA RP's robust community engagement and

outreach program has been effective in communicating valuable information concerning; safe access, access restrictions, and corridors, program updates via Informal Community Workshops, FORA Board meetings, Army Community Information Workshops, ESCA website, newsletters, program brochures, Facebook, Twitter presence, and an ESCA Hotline.

In April 2018, the ESCA team hosted the first in a series of Land Use Control Training Workshops for the jurisdictions. These workshops will continue through 2018 and are designed to prepare the Jurisdictions for managing the ESCA property they will receive in 2019. In 2017, FORA and the Army negotiated an ESCA Amendment for FORA to provide Long-Term Management of ESCA property Long-Term Obligations and provide for Post-Closure MEC Find Assessments until 2028. In this capacity, FORA will manage the Jurisdictions and their Developer (including public utilities) UXO Construction Support requests and needs including UXO Awareness Training and acting as the conduit between them, the Regulatory Agencies and Army when their Developer Construction Support needs are reviewed. In Fall of 2017, the Army awarded FORA \$6.8 million dollars to provide this long-term management.

For more information about the ESCA RP or MEC work, please visit the ESCA RP website at: foraescarp.com

PAST & CURRENT BUILDING REMOVAL EFFORTS

FORA and FORA-Assisted Building Removal History

The adopted 1997 Base Reuse Plan (BRP) provided for negotiations with the U.S. Army to allow “no cost” transfer of property to local land use jurisdictions. A major contributing consideration underlying the “no cost” Economic Development Conveyance (EDC) land transfer was the impact of cleanup and removal of over 90 years of Army buildings at the former Fort Ord.

The Army left behind approximately 3,500 buildings that offered little or no use to the civilian community, ranging in age from the 1930s to the late 1980s. These buildings have deteriorated over time, contain various

forms of hazardous materials and are frequently target sites for vandalism and illegal dumping in close proximity to various occupied buildings. Jurisdictions see little or no future uses for the remaining dilapidated buildings as it is cost prohibitive to remodel the structures due to hazardous materials, health and safety and building code issues, and engineering challenges.

Since its inception, FORA has actively pursued understanding former Fort Ord building removal complexities and costs. At the same time, FORA continues to apply lessons learned to manage removal costs while protecting human health and the environment. Since 1996, FORA has removed

Building Removal Activity History

Activity	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
FORA Deconstruction	█	█	█	█	█	█	█																
FORA Asbestos		█																					
FORA Reuse Hierarchy			█																				
FORA Contractor Quals																							
FORA LBP		█	█	█	█	█	█																
FORA Characterization						█																	
FORA Imjin							█																
FORA 2nd Ave								█	█														
FORA/CSUMB Recovery							█	█	█	█													
FORA/Dunes										█	█	█											
FORA East Garrison											█	█											
FORA Imjin Office Park												█	█										
FORA ESCARemoval													█	█									
FORA 4470																█							
FORA/CSUMB Grant App																	█	█					
FORA Grant App																			█				
Seaside Surplus II																				█	█	█	█
Marina Stockade																						█	
CSUMB Wood Blds								█			█	█			█	█							
CSUMB Concrete Blds																		█	█	█	█	█	█
Army RC1											█	█	█	█	█								

(Building Removal continued)

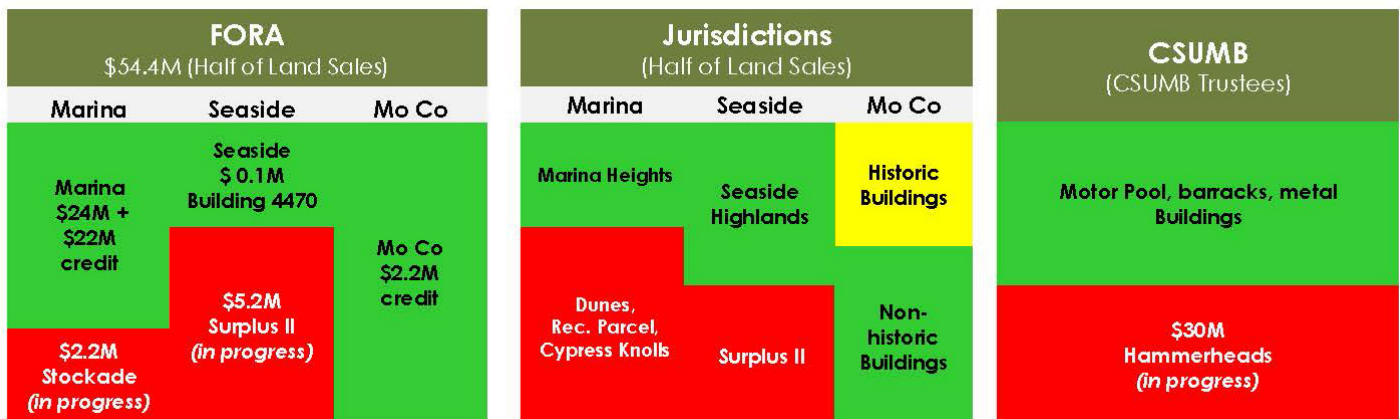
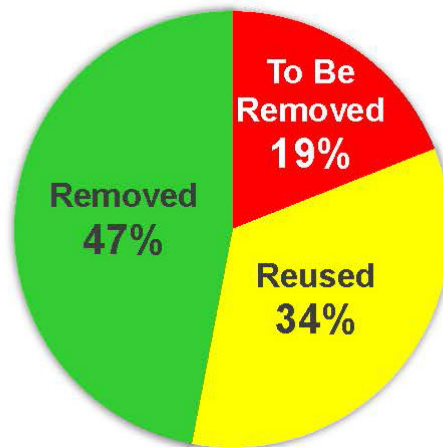
over 500 World War II (WWII) era wooden structures (approximately 4,000,000 square feet), achieving an approximate 90% building material recycling rate (by weight). Over the course of FORA's building removal program, the potential for job creation and economic recovery through opportunities in deconstruction, building reuse, and recycling were researched, and remediation techniques established that created efficiency and identified cost savings. FORA shared these lessons learned with California State University Monterey Bay (CSUMB) to establish a building removal program for their approximately 330 former Army buildings.

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

FORA has provided approximately \$48.3 million in funding or land-sales revenue reduction to remove buildings or assist jurisdictions and their land reuse developers with removal. To date, FORA, CSUMB, the Army's Residential Communities Initiative and the jurisdictions (with the help of their developers) have coordinated to reuse or remove buildings on the former Fort Ord. The diagram illustrates the status of building reuse and removal on the former Fort Ord.

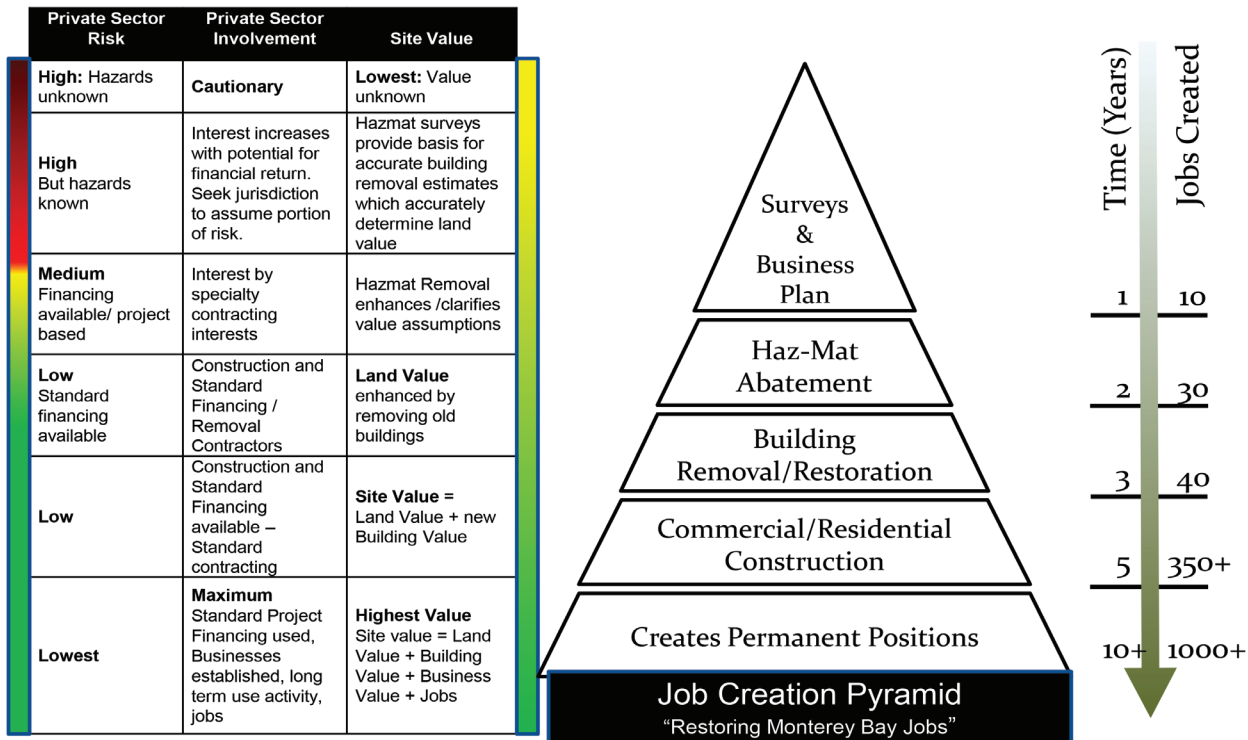
Reuse/Removal Obligation Status

Buildings left by Army 1994



A map illustrating building reuse and removal status and where it has occurred is available on our website: fora.org/BuildingRemoval.

Building Removal “Economics”



A full history of building removal can be found in the CIP online: fora.org.

FORA Building Removal Obligation in the Cities of Seaside and Marina

FORA’s building removal obligation includes City of Seaside owned Surplus II properties, comprised of 50 acres located north of the Defense Manpower Data Center between Gigling and Colonel Durham Roads. In 2016, FORA hired an Industrial Hygienist to perform HazMat assessment of the Surplus II buildings. FORA staff presented Seaside with the HazMat results, options for proceeding, and an action plan to utilize FORA’s \$5.5M CIP obligation to remove 17 of the 27 Surplus II buildings. Seaside concurred with the action plan. BKF Engineering was hired through a public request for proposal process and is in the process of developing bid documents and specifications to support that action plan. Staff is targeting abatement commencing September 2017, after the migratory bird nesting season.

Similarly, FORA’s building removal obligation also includes City of Marina owned Stockade property, made up of 13.4 acres located east of the Marina Equestrian Center between 9th Street and Imjin Parkway. Early in 2016, FORA and Marina staff began Stockade removal discussions.

In February 2017, the FORA Board awarded an Industrial Hygienist professional services contract to Vista Environmental. Vista completed the Stockade HazMat assessment. In November 2017 the Board awarded Harris and Associates (H&A) a Services Contract. H&A has submitted 60% plans, specifications and estimates (PS&E) for Stockade building removal. FORA Board has adjusted the Stockade Building Removal Budget in the 2018-2019 Capital improvement Program to reflect the most current information, increasing the amount from the 1996 estimate of \$2.2M to \$4.2M.

HABITAT

CONSERVATION & MANAGEMENT

PLAN DEVELOPMENT



Habitat Conservation Plan Development

FORA has pursued completion of the Fort Ord Habitat Conservation Plan (HCP) for over 20 years. In FORA's initial effort, FORA requested, and the U.S. Army agreed, that a combined 1996 Habitat Management Plan (HMP) Implementing/Management Agreement be presented alongside and in conjunction with the Army's draft HMP.

The Army elected to de-couple FORA's effort from the HMP and received approval for its Habitat Management Plan in 1997. Because an HCP was required as part of the reuse process, FORA processed a draft Fort Ord Multispecies HCP along its own track. Completing the HCP will allow U.S. Fish & Wildlife Service (USFWS) and the California Department of Fish & Wildlife (CDFW) to issue Federal and State Incidental Take Permits (ITPs) related to listed species protected under the Federal Endangered Species Act (ESA) and California Endangered Species Act (CESA). Such permits will enable jurisdictions to meet their

HMP habitat management requirements and realize development of the former Fort Ord as envisioned in the 1997 Fort Ord Base Reuse Plan.

The HCP provides the framework for ensuring conservation of special status plant and animal species (HCP species) and the natural communities that support them on former Fort Ord. The HCP incorporates relevant information from the HMP, and would supersede the HMP as the primary conservation planning document for non-federal recipients of Fort Ord land. The protections in the HCP will ensure species viability in perpetuity.

The HCP can be coordinated by a Joint Powers Authority, dubbed the Fort Ord Regional Habitat Cooperative (Cooperative). The Cooperative would include: FORA, County of Monterey, City of Marina, City of Seaside, City of Del Rey Oaks, City of Monterey, California State Parks, University of California (UC), California State University Monterey Bay (CSUMB), Monterey Peninsula College, Monterey Peninsula Regional Park

(Habitat Conservation & Management continued)

District, Marina Coast Water District, and the Bureau of Land Management (BLM). The Cooperative's members will also sign an Implementing Agreement to ensure that parties commit to implementing funding and enforcing obligations under the HCP.

FORA provided funding for HCP preparation and has funded interim habitat management at the UC Fort Ord Natural Reserve (UC FONR). In addition, FORA has dedicated 30.2% of funds collected through its Community Facilities District (CFD) Special Tax/Development Fee to build the UC FONR and Cooperative Endowments. FORA expects to have set aside \$21 million for habitat management by June 30, 2020. Assuming CDFW certifies an endowment payout rate of 4.5% annually, it is estimated that \$27 million will remain to fully fund the endowments after 2020.

The HCP funding program is also based on annual Federal and State appropriations to BLM and California State Parks. The Cooperative would control annual budget line item expenditures. FORA funds the Cooperative and UC FONR Endowments and initial and capital costs using CFD Special Tax/ Development Fee collections. The current draft HCP includes a cost and funding chapter which provides planning-level cost estimates for HCP implementation and identifies funds to pay for implementation.

Significant work accomplished recently:

- USFWS transmitted a letter on July 29, 2016 to FORA, outlining nine comments for FORA to address in its draft HCP.
- FORA and its consultants met with USFWS and CDFW frequently to receive guidance and develop approaches to respond to USFWS's comments.
- FORA and its consultants addressed the most significant comment: "Any mitigation on the Fort Ord National Monument must be in addition to BLM's normal activities." This was accomplished through a series of revisions including updating Chapter 4 Impact Assessment to remove reliance on the Fort Ord National Monument for the Federal Permit, bolstering resources and mitigation measures for the 8 HCP species, and



revising the HCP and its appendices to seek take coverage for 8 HCP species to improve the Federal Permit application.

- FORA and its consultants made revisions and prepared an additional screen check draft HCP distributed for Wildlife Agencies and permittees' review in July 2017.
- DFW submitted their outstanding comments on June 22, 2018.

The HCP is expected to be released for public review in 2018-19. Given FORA's expected transition in 2020, this important project will have to be resolved in the near future, or otherwise re-envisioned. Visit the FORA website for more information: fora.org.

CONTINUING OUR VETERANS SUPPORT EFFORTS

Veterans Cemetery

The Central Coast Veterans Cemetery Foundation (Foundation) and other veteran groups and community residents continue to request that the California Department of Veterans Affairs (CalVet) provide a complete-service Veterans cemetery at former Fort Ord for both cremation placement and full-body in-ground burials. Currently, only placement of cremains is available at the cemetery and nearly 1,000 families have already been served.

The Foundation has been raising matching funds, required by CalVet as a condition for the State's application to the federal National Cemetery Administration for a construction grant, to expand the cemetery and provide for in-ground burials. Expansion to include in-ground capacity began when CalVet determined the initial phase of development would provide cremation placement only. About this same time, the Foundation received a \$1.1M legacy grant from the estate of Robert and Elayne Stein of Watsonville. Funds were assigned toward achievement of in-ground capacity. In late 2017, through the efforts of Senator Bill Monning and Assemblymember Mark Stone, \$1.5M was then assigned from the State. Combined, the funds will establish most of the matching funds required to secure Federal construction dollars for the in-ground phase. The Foundation continues to raise funds to assure in-ground capacity and can be contacted at ccvcf.org or (831) 218-1780.

Veterans Transition Center

The Veterans Transition Center (VTC) has struggled in the past year to advance a proposed development of up to 73 units of affordable housing for veteran families. A crucial component for development was obtaining an allocation of water, and more than \$5M in funding for the VTC project was in jeopardy if water could not be identified for the proposed housing. FORA staff, working in conjunction with VTC staff and the local Presidio of Monterey Commander, were able to obtain approval from the U.S. Army to provide the water required. Planning for construction of this much-needed project is now in progress.



California Central Coast Veterans Cemetery opening ceremony on October 11, 2016.

FORT ORD REGIONAL PREVAILING WAGE PROGRAM SUPPORT

In 1995, Fort Ord Reuse Authority (FORA) adopted a prevailing wage policy. The FORA Master Resolution adopted in 1997 required that all first-generation construction pay workers prevailing wages. One of the reasons FORA included these provisions in its Master Resolution was to provide an equitable opportunity for competitive bidding on Fort Ord projects. Despite these provisions, disputes and litigation have arisen over the use of local labor and wages/costs related to use of local labor.

In June 2017, the state revised labor laws by increasing the yearly registration for contractors, modifying the minimum project costs to file certified payroll records, and increasing and extending the penalties against those who fail to comply.

Over the past year, the FORA Prevailing Wage Coordinator met with multiple stakeholders, including jurisdiction, developer, contractor, labor, union, and Department of Industrial Relations representatives. FORA hosted its second Department of Industrial Relations (DIR) meeting staffed by the DIR experts to clarify issues regarding CA Public Works requirements and the FORA Master Resolution Requirements that were unclear to the attendees.

Some of the articulated issues that continue to be raised:

- lack of clarity in applying and complying with the state public works rules
- which DIR rules apply to Fort Ord projects
- need for residential wage rates for many trades
- lack of timely access to certified payroll records;
- lack of DIR staff to handle complaints
- workers abuse (underpayment/misclassification)

- insufficient local workforce
- apprentice training fee payments
- the changing regulatory environment
- lack of consistency across the former Fort Ord jurisdictions (to ascertain/forecast demand for various trades used in Fort Ord construction.)

On April 6, 2018 Senator Monning hosted a third meeting with DIR representatives and the stakeholder community about ongoing prevailing wage enforcement issues. The local community leaders requested that DIR provide ongoing enforcement upon FORA sunset.

From January 1, 2017 through December 31, 2017, projects on former Fort Ord reported that 7,666 workers spent about 549,415 hours working on Fort Ord projects. An average of 52% of those workers are reported to be local from the Tri-County area (Santa Cruz, San Benito and Monterey).



FORT ORD REUSE AUTHORITY

TRANSITION PLANNING

UPDATE



Current California State legislation (Government Code section 67000 and following) states that the Fort Ord Reuse Authority (FORA) will sunset on June 30, 2020, unless there is a change to state law extending this date. Accordingly, FORA staff began meeting with FORA Board members in December 2015. Since that time the FORA Board chair has established three ad hoc committees to advise the Board on how to proceed with transition planning.

The committees collectively have met over twenty-five times receiving progressive information and analysis from staff regarding contractual obligations, outstanding CEQA mitigations (habitat, water, and transportation), and munition and explosives clean up obligations which will still be required post 2020. Staff also addressed the potential risks to be assumed by the jurisdictions and Region in the absence of FORA to facilitate implementation. In November 2016, the Board proceeded with the Transition Task Force (TTF) recommendation of dual tracks--seeking a legislative extension on the one hand, as well as to continue with the transition planning process. In November 2017, the FORA Board voted to proceed: 1) with a single entity to complete outstanding FORA obligations, and 2) in recognition of the

fairness, equity, and risks of creating brand new financing mechanisms, seek legislation (extending FORA's special tax which finances the majority of mitigations and obligations at Fort Ord (including transportation impacts, habitat protection, water augmentation, and transit.)

During the first part of 2018, the staff presented compiled charts of the obligations, liabilities, and assets of the agency with subject matter "Chapters." The 2018 Transition Ad Hoc Committee (TAC) received, reviewed, and analyzed those chapters. The biggest issue in transitioning a unified FORA plan to a decentralized plan is the continuity and applicability of new development fees on already entitled development, leaving an approximate \$72 million dollar gap in the funding for outstanding obligations. The second largest issue is the revenue transfers that must occur between jurisdictions in order to make sure all obligations are addressed across the base. The first draft background Transition Plan was presented to the TAC on May 30 and to the Board on June 8, 2018. The workshops were held on June 8 and July 13, 2018, with final FORA Board action on the plan to be transmitted to the Local Agency Formation Commission (LAFCO) on or before December 2018.

PAST & CURRENT

PROPERTY TRANSFERS

STATUS TO DATE

Fort Ord was listed for closure in the 1991 round of Base Realignment and Closure (BRAC). The Base "flag" was ceremoniously taken down in 1994, property transfers commenced shortly thereafter.

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, State entities, and local communities through various transfer agreements. Many of these land title transfers do not involve FORA in the title transfer, ownership and 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 (PBC) transfers. Title to land under PBC transfers go from the Army through the applicant's federal sponsoring agency (i.e., Department of Education) to the applicant. FORA is not in the chain of title for PBC property transfers. PBC property 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 approximately 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 for transfer 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 Environmental Services Cooperative Agreement (ESCA) section of this report, in 2007 FORA was awarded a grant from the Army to remediate Munitions and Explosives of Concern (MEC) 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.
 - a. 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 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.	FORA and Jurisdiction	Complete 2001
FORA/Jurisdictions enter Memorandum of Agreement that define terms under which FORA holds property on behalf of the jurisdictions during munitions remediation. (Not applicable to all property transfers.)	FORA and Jurisdiction	Complete 2007 Applies to ESCA Properties
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	As needed
FORA receives property from the US Army through an Army/FORA in-deed.	FORA	Property by Property
The US Army issues amendments to the original Army/FORA in-deed amending the munitions related land use restrictions.	Army	Applies to ESCA Properties
FORA receives US EPA and California DTSC confirmation that the ESCA Munitions Remediation efforts are completed. (Not applicable to all transfers.)	FORA	Applies to ESCA Properties
FORA prepares draft FORA/Jurisdiction out-deed, sends to Jurisdiction.	FORA	Property by Property
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	Property by Property
Jurisdiction review of the draft FORA/jurisdiction out-deed.	Jurisdiction	Property by Property
Final FORA/jurisdiction out-deed preparation.	FORA	Property by Property
FORA signs FORA/jurisdiction out-deed. Provide original to Jurisdiction.	FORA	Property by Property
The jurisdiction executes and records the FORA/Jurisdiction out-deed.	Jurisdiction	Property by Property

(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 notice form is attached to the FORA/Sierra Club Settlement Agreement as Exhibit B.

The FORA/Sierra Club Settlement Agreement contemplated FORA would record notices with each deed to a jurisdiction. To meet those terms FORA entered into 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 for a preliminary title report to 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:

Former Fort Ord Environmental Cleanup:
fortordcleanup.com

Parcel Database Search at:
fortordcleanup.com/proptytrans/reuseplanning.asp

World War II era wood buildings on "Combat Development and Experimentation Command" Hill.



AUDIT & BUDGET

FINANCIAL SUMMARY

REPORTS

Fiscal Year 2016-17 Annual Financial Audit

FORA maintained financial stability during the 2016-17 fiscal year due to revenue strength, management efficiency, Board oversight, and general national and local economic condition improvement. Moss, Levy & Hartzheim (MLH) performed the FY 2016-17 financial audit and issued an unmodified opinion with respect to all FORA operations including findings of no questionable costs relative to FORA's internal control structure, and stating the opinion that the FORA financial statements present fairly, in all material respects, FORA's financial position as of June 30, 2017. A copy of the annual financial report is available at fora.org

Fiscal Year 2017-18 Annual Budget

FORA's Fiscal Year (FY) 2017-18 budget was reviewed by the FORA Finance Committee (FC) and Executive Committee (EC). The FC recommended sufficient funds were available for adoption and the EC recommended approval of a 3% cost of living adjustment (COLA). The 2017-18 Annual Budget was adopted by the FORA Board on May 12, 2017.

In addition to FORA's recurring consulting expenses such as the Annual Auditor, Public Information, Human Resources, and Legislative consultants, the adopted budget included: 1) continued designation

of funds for California Public Employees Retirement System (CalPERS) pension liabilities through FORA transition and building removal obligations; 2) extra payments to CalPERS to reduce the Unfunded Accrued Liabilities; and 3) prorating the multi-year FORA/Army Environmental Cooperative Agreement (ESCA) funding to depict upcoming fiscal year expenditures. Office/administrative expenditures increased as a result of one-time expenditures, reclassifications, and funding for community outreach and marketing.

The Annual Budget also included a Capital Improvement Program (CIP) revenues and expenditures summary providing a comprehensive representation of the 2017-18 fiscal year and 2018-19 projected FORA finances and programs. Itemized CIP projects are dependent upon collection of actual development fees and land sale and land lease revenues. The primary revenue sources in FY 17-18 were developer fees, lease and land sale proceeds, property taxes, and ESCA grant proceeds.

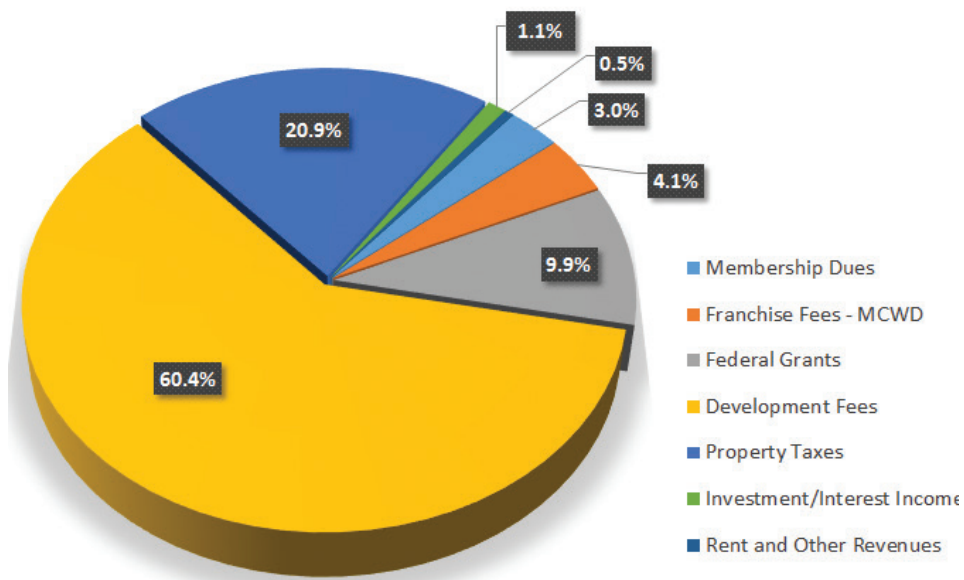
The mid-year budget, amended and approved by the FORA Board on April 13, 2018, included several CIP and General Fund adjustments. Revenues remained unchanged and expenditures increased \$586K to pay for known CalPERS obligations as noted in prior paragraphs. The Board also approved funding a Section 115 Trust set-aside fund to cover anticipated FORA CalPERS unfunded obligations.

FY 2017-18 Mid-Year Budget Summary

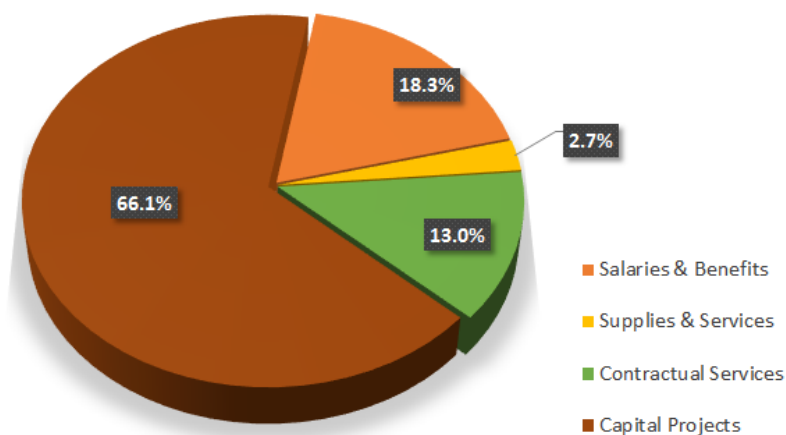
Budget Revenues	\$ 10,319,178
Budgeted Expenditures	\$ 18,926,846
Excess Revenues over (under) Expenditures	\$ (8,607,668)
Beginning Fund Balance (7-1-2017)	\$ 46,343,772
Ending Fund Balance (6-30-2018)	\$ 37,736,104

(Financial Summary continued)

FY 17-18 Revenues: \$10,126,421



FY 17-18 Expenditures: \$17,810,921



The complete FY 2017-18 Budget is available on FORA's website: fora.org

REPORT FROM

FORA JURISDICTIONS

Editor's Note: All Jurisdictions were invited to submit reports in May 2018. Included updates were received by publication deadline.

City of Monterey

The City of Monterey has prepared marketing materials and a web page for the development and sale of the approximately 125 acres of its Economic Development Conveyance (EDC) property. The Base Reuse Plan designates the property for job-generating related uses such as light industrial/office/research/business park type uses. Job generation on this property is important for achieving a jobs/housing balance for the base-wide redevelopment.

County of Monterey

East Garrison Development

A total of 605 homes have been completed and certified for occupancy in the Phase 1 and Phase 2 areas of East Garrison through June 30, 2018, including sixty-five (65) low and very low income rental apartments, eleven (11) moderate-income units, and thirteen (13) Workforce 2 units. This represents 43% of the total 1,400 units planned for this development. To date an additional 61 houses have been permitted and are in various stages of completion.

The six-acre community park known as "Lincoln Park" was completed and opened September 22, 2017.

CHISPA, Inc. has completed design review of low and very low income rental apartment project in Phase 2 and continues to actively seek funds for project construction.

Approval of the Phase 3 Infrastructure plans, Final Map and Subdivision Improvement Agreement was completed December 2017. Construction of the infrastructure for Phase 3 of the development, including a new traffic signal at the intersection of Reservation Road and Watkins Gate Road, is scheduled for completion in Fall 2018.

Fort Ord Recreation and Habitat Area (FORHA)

There are existing publicly-used hiking, biking, and equestrian trails throughout the County-owned former Fort Ord properties, and the County is continuing to develop a trail master plan for management of these trails in accordance with the policies of the future Habitat Conservation Plan (HCP). Completion of this plan remains on hold pending approval and implementation of the HCP.

In the meantime, the Monterey Off-Road Cycling Association (MORCA) received a grant from the Monterey Peninsula Foundation to fund the purchase and installation of "way-finding" trail markers on a portion of this County-owned property. The "way-finding" sign installation is complete.

California Tiger Salamander Interim Habitat Improvement Project

As part of the 2015 update/renewal of the California Department of Fish & Wildlife (CDFW) §2081 Permit for the East Garrison development, CDFW required the developer to fund a five-year "interim" habitat improvement project on 132 acres of County-owned property pending the anticipated approval and implementation of the HCP. Through a Memorandum of Agreement among the developer, the County, and FORA, the County retained a consulting firm for the project, which is now in its third year of implementation, with the most recent survey occurring March 2018.

(Reports from Jurisdictions, continued)

Circulation and Traffic Improvements

Davis Road Bridge Replacement and Road Widening: The project consists of replacing the Davis Road Bridge and widening Davis Road to four lanes between Blanco Rd and Reservation Road. The project will also make improvements at key intersections such as at Reservation Road, Foster Road, and Hitchcock Road. Preliminary engineering and environmental determination for this project is complete and acquisition of right-of-way work is underway. The final engineering plans, specifications, and bid documents will be completed, and the project advertised for bids. Construction of the project is anticipated to begin in 2020.

Successor Agency/Dissolution of Redevelopment

When redevelopment agencies were dissolved state-wide in 2012, the Redevelopment Agency of the County of Monterey owned fifteen properties totaling 343 acres on the former Fort Ord. In prior fiscal years, the Successor Agency transferred seven of these properties totaling 293 acres to the County of Monterey.

Properties remaining in Successor Agency ownership include two Landfill Border parcels, the 21-acre Ord Market development parcel (E8a.1.2), the 16-acre Imjin Road Widening parcel (E4.6.2), and the five “East Garrison Carve-Out” parcels totaling 12 acres. The “East Garrison Carve-Out” parcels are planned to be developed as part of the East Garrison Arts-Historic District in accordance with the East Garrison Specific Plan.

#

BOARD OF DIRECTORS

MEMBERS

VOTING MEMBERS

Officers:

Chair of the Board	Seaside Mayor Ralph Rubio*
1st Vice Chair	County of Monterey Supervisor Jane Parker*
Past Chair	Councilmember Frank O’Connell*

Jurisdiction Representatives:

County of Monterey	Supervisor John Phillips
County of Monterey	Supervisor Mary Adams
City of Del Rey Oaks	Mayor Jerry Edelen*
City of Marina	Councilmember Gail Morton
City of Monterey	Vice Mayor Alan Haffa
City of Seaside	Councilmember Dennis Alexander
City of Sand City	Mayor Mary Ann Carbone
City of Salinas	Mayor Joe Gunter*
City of Pacific Grove	Councilmember Cynthia Garfield
City of Carmel-by-the-Sea	Councilmember Jan Reimers

EX-OFFICIO MEMBERS

20th Congressional District	Congressman Jimmy Panetta
17th State Senate District	Senator Bill Monning
29th State Assembly District	Assemblymember Mark Stone
Transportation Agency for Monterey County	Debbie Hale
Monterey Peninsula Unified School District	Dr. P.K. Diffenbaugh
University of California Santa Cruz	Dr. Scott Brandt
California State University Monterey Bay	Dr. Eduardo Ochoa*
United States Army	Colonel Greg Ford
Base Realignment & Closure Office	Bill Collins
Monterey Peninsula College	Dr. Walter Tribley
Monterey-Salinas Transit	Hunter Harvath
Marina Coast Water District	Dr. Thomas Moore

*Members of the FORA Executive Committee

FORA

STAFF & TEAM

MEMBERS

EXECUTIVE OFFICE

Executive Officer	Michael A. Houlemard, Jr.
Assistant Executive Officer	Steve Endsley
Deputy Clerk/Executive Assistant	Dominique Jones
Authority Counsel	Jon Giffen

STAFF MEMBERS

Principal Planner	Jonathan Brinkmann
Senior Program Manager	Standen Cook
Prevailing Wage/Risk Manager	Sheri Damon
Accountant	Hermelinda Flores
Associate Planner	Mary Israel
Administrative Coordinator	Heidi Lizarbe
Economic Development Manager	Josh Metz
Principal Analyst	Robert Norris
Economic Development Assistant	Nick Prew
Controller/Finance Manager	Helen Rodriguez
Project Manager	Peter Said
Communications/IT Coordinator	Jen Simon
Administrative Coordinator	Ikuyo Yoneda-Lopez
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
CCCVC	California Central Coast Veterans Cemetery
CCVCF	Central Coast Veterans Cemetery Foundation
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
EC	Fort Ord Reuse Authority Executive Committee
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
FC	Fort Ord Reuse Authority Finance Committee
FEIR	Final Environmental Impact Report
FONR	Fort Ord Natural Reserve
FORA	Fort Ord Reuse Authority
FOST	Finding of Suitability to Transfer
FY	Fiscal Year
HCP	Habitat Conservation Plan
HMP	Habitat Management Plan
HBR	Hierarchy of Building Reuse

ACRONYMS & ABBREVIATIONS

IA	Implementation Agreement
LAFCO	Local Agency Formation Commission
LBP	Lead Based Paint
LUCIP/OMP	Land Use Control Implementation Plan/Operation and Maintenance Plan
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 (Secretary of Defense)
PBC	Public Benefit Conveyance
PDP	Pilot Deconstruction Project
PFIP	Public Facilities Improvement Plan
PLL	Pollution Legal Liability Insurance
PRAC	Post Reassessment Advisory Committee
ROD	Record of Decision
RUDG	Regional Urban Design Guidelines
RUWAP	Regional Urban Water Augmentation Project
SCADA	Supervisory Control and Data Acquisition
TAMC	Transportation Agency for Monterey County
TAC	Transition Ad-Hoc
TTF	Transition Task Force
VIAC	Veterans Issues Advisory Committee
USFWS	United States Fish and Wildlife Service
UXO	Unexploded Ordnance
WWOC	Water Wastewater Oversight Committee

