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Executive Summary

This report summarizes and compares 2018 and 2019 Jobs Survey outcomes as success metrics for Fort Ord Reuse Authority (FORA) Economic Recovery Goals.

Primary and secondary research techniques were used including online business searches, email surveys, and in-person/phone communications. The survey area was limited to the former Fort Ord boundary, and reported results include existing and near-term projected full-time (FT) and part-time (PT) positions. Survey results will be incorporated in FORA's Annual Report as directed by the Base Reuse Plan (BRP) Context and Framework (3.11.5.4 (c), pg. 208). 136 employers and 6047 positions were identified within the former Fort Ord Boundary, representing a 6.5% (395 jobs) increase in total jobs since 2018, with majority being part-time positions. Business types on the former Fort Ord include: professional services (42%); retail/food service (25%); education related (19%); recreation (8%); and military (6%). Military-related account for the largest employment group, followed by education-related, professional, retail and recreation. These results represent an overall 36% progress towards the 18,000 BRP post-Fort Ord jobs target.

Ford Ord Reuse Authority Geography & Context

The Fort Ord Reuse Authority (FORA) is responsible for the oversight of Monterey Bay area economic recovery from the closure of and reuse planning of the former Fort Ord military base. The former Fort Ord was/is located on 45 square miles (28,000 acres) of the California coastline between the Salinas Valley and the Monterey Peninsula, in Monterey County, California (Figure 1).

FORA implements its legislatively mandated mission by overseeing replacement land use; assuring compliance with adopted measures; removing physical barriers to reuse; financing and constructing major components of the required infrastructure and base wide demands; and protecting identified environmental reserves. FORA exercises its planning, financing, and monitoring responsibilities under state law authority to meet these objectives in the best interest of the Monterey Bay Community (FORA, 2016).

Base Reuse Plan Recovery Targets

Replacement of 18,000 jobs lost as a result of the closure of Fort Ord, remains a major Base Reuse Plan (BRP) goal. BRP market studies suggest weak industrial and commercial job creation, which could be a principal limitation on nonresidential development. Once 18,000 estimated jobs within the former Fort Ord boundaries are realized, the Residential Development Program (3.11.5.4(b)) shall be eliminated (FORA, Base Reuse Plan, 3.11.5.4 (c), pg. 208). The BRP requires that FORA incorporate job creation reports into its annual report and establishes an economic recovery target of 18,000 jobs. Originally assigned as a jurisdictional BRP obligation, FORA began conducting the survey on behalf of the member jurisdictions in 2015. FY 2017-2018 survey results indicated a total of 4,166 full time and 1,500 part time jobs on former Fort Ord (Table 1), representing a 31% progress towards the original BRP jobs target. Results for FY 2018-2019 show a cumulative 36% (6407 total jobs) progress towards the BRP jobs target (Table 1).

2019 Jobs Survey Goals

The FORA Jobs Survey is an economic recovery monitoring tool for FORA and its member jurisdictions. The survey identifies the number of employees, people, and general occupations of employees on the former Fort Ord. Additionally, the survey gathers attitudes, opinions, and behaviors about the business eco-system on the former Fort Ord. The data provides valuable information for economic development efforts, and is used as a benchmarking tool to gauge economic development progress.

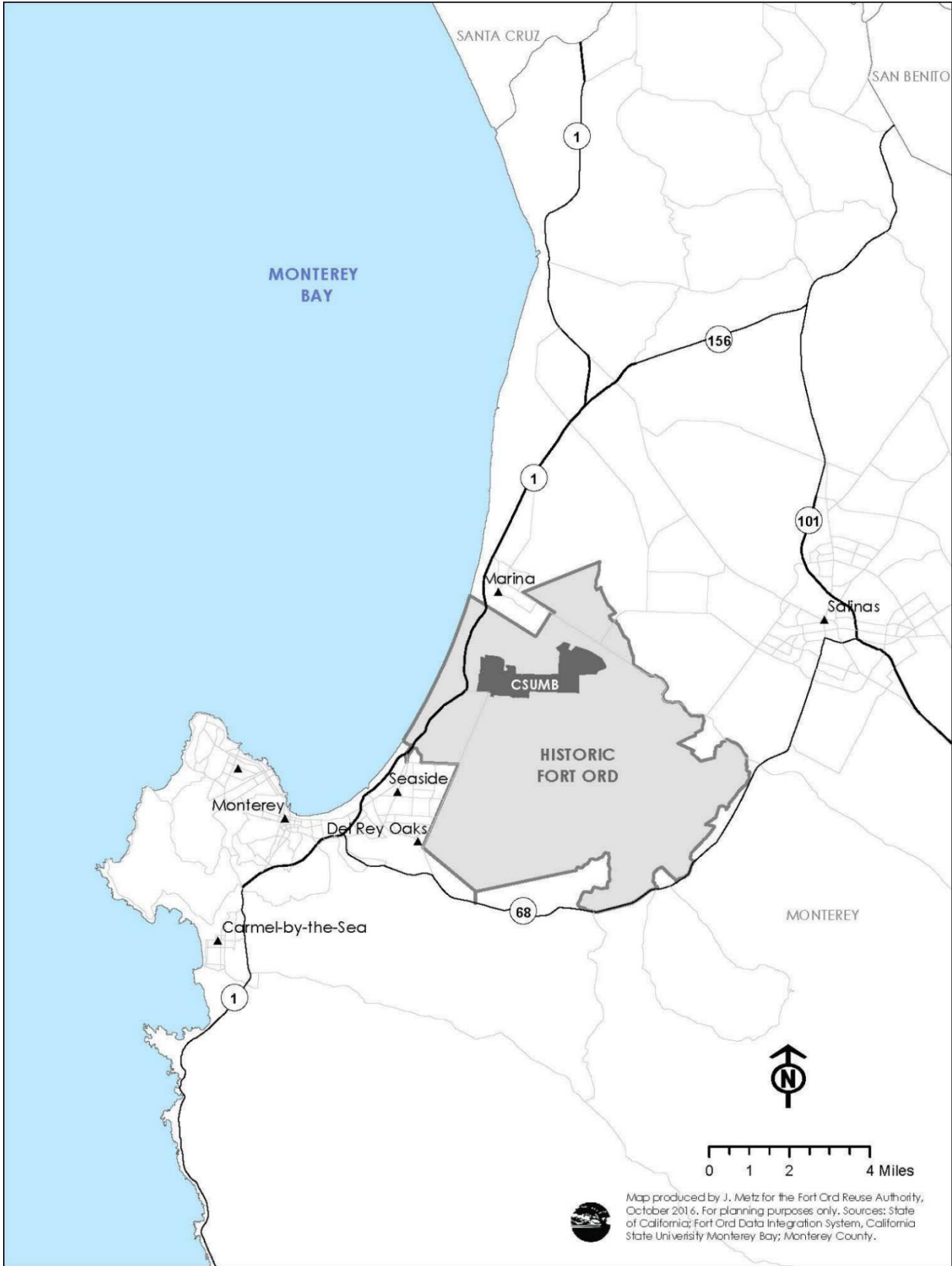


Figure 1. Fort Ord geography, Monterey County, California.

Research Questions

The 2019 Jobs Survey addressed the following questions:

1. What companies operate on former Fort Ord?
2. How many current jobs are on former Fort Ord?
3. How many new businesses are on the former Fort Ord?
4. What is the change in jobs on former Fort Ord between 2018 and 2019?

Data Collection Methods

Jobs Survey data collection included both primary and secondary methods. Primary research methods consisted of email questionnaires, direct phone calls to businesses, follow-up emails, and in-person business visits. Secondary research methods consisted of locating initial businesses and recipient contact information using Google maps, for primary websites of companies/ organizations within the area, news sources, and garnered database information from prior Jobs Surveys.

Survey Monkey, an online survey tool was used to design and implement the survey. The survey was structured as a question hierarchy by importance, topic introductions, and section breaks. Respondents were asked to identify the business name, type of business, number of full time/ part time employees, employee occupation, and supplementary questions regarding the businesses longevity and growth (Appendix 1). The survey was distributed using the FORA Economic Development mailing list in Mail Chimp.

Database Construction Creation of the initial survey and accompanying market research (C. 2015), led to the establishment of a preliminary database consisting of the 90 businesses surveyed within the former Fort Ord boundary (Appendix 4), an additional 22 businesses were added in 2017 (Total. 112) (Appendix 3), an additional 20 businesses in 2018 (Total. 132) (Appendix 2), and an additional 4 business in 2019 (Total. 136) (Appendix 5). Each new business has been added to the growing database, in addition to FORA's Economic Development online Business Directory (<http://OrdForward.org/business-directory>).

Results and Challenges

Table 1. Former Fort Ord non-construction jobs survey results (2017-2019), Monterey County, CA.

Jobs	2017	2018	2019	% Change 2018-2019
Full-Time	3461	4165	4363	5%
Part-Time	1497	1487	1684	12%
Part-time FTE	749	744	842	12%
Totals FTE (FT + FTE)	4210	4909	5205	3%
Totals (FT + PT)	4958	5652	6047	6%

⊥Excludes construction contract jobs (estimated to be approximately 3000 across, 3 developments).

The 2019 Jobs Survey yielded 4,363 full-time positions, 1,684 part-time positions (6,047 total positions and 5,205 Full-time equivalent (FTE)) within the former Fort Ord boundary. These data are representative of a 6% overall increase in jobs numbers in the study area. Data Analysis Survey data indicate 5% growth in full-time positions and a 12% increase in part time positions between 2018 and 2019. The increase in full-time position may reflect new positions associated with commercial developments in the Dunes on Monterey Bay, and continued Jobs Survey data acquisition improvement. Response Rates Total survey respondents were 87 of 138 potential, which is a response rate decrease from the prior year (105 respondents). Non-respondent employee data were carried forward from the prior year results. Email and Web responses accounted for 29% (40 respondents), While phone calls and site-visits accounted for 34% (47 respondents).

Challenges

The Email and Mail Chimp Survey responses increased from 11% in 2018 to 29% in 2019. Additionally, some businesses were unable to provide employment data due to confidentiality policies. Employment data from non-participating businesses would likely increase the jobs survey totals.

Conclusion

Survey results indicate continued jobs growth on the former Fort Ord, exceeding State and Federal trends. A total of 6047 jobs reported in the 2019 Jobs Survey are a 6% growth from 2018, and overall 36% progress towards the original 18,000 jobs BRP target. Results also indicated there were 1179 student interns and volunteers in working within the Former Fort Ord boundary. This is a significant increase from the previous year which recorded just over 25 volunteers and student interns. Continued regional economic development efforts will contribute to improvements in this metric over time. Future jobs surveys could be improved through increased survey awareness and employer participation. Continual improvement will focus on ensuring a comprehensive employer database, increasing survey awareness among business groups, and recruiting more complete employer participation.

References

- Bohn, S. and Bandy, M. (2014, December 19). What the Unemployment Rate Doesn't Show us. Public Policy Institute of California. Retrieved from http://www.ppic.org/main/blog_detail.asp?i=1661
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Appendix 1: 2019 Survey Questionnaire



FORA 2019 Jobs Survey

Thank you for participating in the [Fort Ord Reuse Authority \(FORA\)](#) annual jobs survey. FORA and its member jurisdictions continue to support regional economic recovery from the 1994 Fort Ord base closure. This survey data will measure economic recovery progress on the former Fort Ord in the Monterey Bay region.

You are receiving this survey because your business location is within the former Fort Ord boundary. Survey results will be summarized and included in a final, publicly available report to the FORA Board. The survey should take 3-5 minutes and will ask questions regarding the number of employees at your location on the former Fort Ord. Thank you again for your time on this important effort. Please click 'Next' to begin.

Next

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FORA 2019 Jobs Survey

Thank you for providing your contact information. Your contact information ensures accurate data collection.

*** 1. Please fill in the following Contact Information**

Name	<input type="text"/>
Company	<input type="text"/>
Address	<input type="text"/>
City / Town	<input type="text"/>
State / Province	<input type="text"/>
Zip / Postal Code	<input type="text"/>

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FORA 2019 Jobs Survey

Thank you for your time on this important effort. The following questions will measure economic recovery progress on the former Fort Ord in the Monterey Bay region.

*** 2. What sector is your business?**

- Government
- Non-Profit
- Private
- Self-employed

*** 3. Please tell us the number of employees at your enterprise/ agency by employment type.**


Full-time	<input type="text"/>
Part-time	<input type="text"/>
Student Intern (Full-time)	<input type="text"/>
Student Intern (Part-time)	<input type="text"/>
Volunteer	<input type="text"/>

*** 4. Please tell us how many employees are in each general occupation group.**

Administrative Support, Including Clerical	<input type="text"/>
Executive, Administrative, and Managerial	<input type="text"/>
Laborers, Handlers, Equip. Cleaners & Helpers	<input type="text"/>
Machine Operators, Assemblers, and Inspectors	<input type="text"/>
Other (Military Occupations, Clergy, etc.)	<input type="text"/>
Production, Manufacturing, Craft, and Repair	<input type="text"/>
Professional, Technical and Related Occupations	<input type="text"/>
Sales Occupations	<input type="text"/>
Service Occupations, Except Private Household	<input type="text"/>
Transportation and Material Moving Occupations	<input type="text"/>

Prev

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FORA 2019 Jobs Survey

Thank you for your time on this important effort. The following questions will help us understand your current and future location on the former Fort Ord.

5. When did your enterprise/ agency begin operating at the current location?

Date

DD/MM/YYYY 

*** 6. How confident are you that the enterprise/ agency will stay at the same location for the next:**

	Not confident	Neutral	Confident
3 Years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5 Years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Prev](#) [Done](#)

Appendix 2: 2019 Survey Respondents

1. East Garrison (contractors as of 9/25/15)
2. Marina Community Partners (MCP) Contractors (9/29/15)
3. AAFES Gas Station
4. AAFES Military Exchange PX
5. AdapCS
6. Central Coast Veterans Cemetery Foundation
7. Dual Language Academy of the Monterey Bay
8. Fort Ord Chapel
9. Lawyer Referral Service
10. Major General William H. Gourley VA-DoD Outpatient Clinic
11. Monterey Adult School
12. Monterey County Bar Association
13. Monterey County Social Services: Adult
14. Monterey Military Attic
15. MPC Monterey Peninsula College: Ed Center at Marina
16. MPUSD - George C Marshall Elementary School
17. Parks at Monterey Bay OMC
18. Public Safety Training Center- MPC PSTC
19. Seaside Middle School
20. Starbucks (The Dunes)
21. University Village Apartments/ Eden Housing
22. US ARMY: Ord Military Community OMC (inclusive)
23. USAOMC- Ord Community Commissary
24. Anytime Fitness
25. A & A Automative (Sasaki Brothers)
26. A Taste of Elegance
27. Alliance Residential (Preston Park)
28. American Job Center
29. Anzu Corporation
30. AR Gutters
31. Arcadis
32. Arcadis: Westcliffe
33. Arcadis: Weston
34. Army National Guard Recruiting Center
35. Bayonet Blackhorse Golf Course/Seaside Resort
36. Bed Bath and Beyond
37. Best Buy
38. Blaze Pizza
39. Brotherhood of Carpenters: Union Hall
40. Builders Exchange, Central Coast Builders Association
41. Bureau of Land Management Central Coast Field Office
42. Cardinale
43. Central Coast Baptist Church
44. Central Coast Federal Credit Union
45. Central Coast Veterans Cemetery
46. Chartwell School
47. Chipotle
48. Christian Memorial Community Tabernacle Church
49. Christine Marie's Star Riders
50. Cinemark Marina
51. Coalition for the Homeless
52. Community Homeless Solutions (Formerly: Shelter Outreach Plus)
53. Creegan & D'Angelo
54. CSU Monterey Bay (CSUMB) - incl: Police
55. CSUMB Contractors - Sodexo, Zero Waste, Brightview, Alliance, Davy Tree
56. Davita Clinic
57. Deli Delicious
58. Desert Star Systems
59. Don Chapin (Fort Ord Recycle facility)
60. East Garrison
61. Everyone's Harvest (Farmer's market)
62. Famous Footwear
63. Fort Ord Cleanup Administrative Record
64. Fort Ord Natural Reserve
65. Fort Ord Reuse Authority (FORA)
66. Fort Ord Works
67. Furniture Avenue
68. GNC
69. General Stilwell Community Center
70. H&R Block
71. Habitat for Humanity ReStore
72. Interim, Inc.
73. Interim, Inc. Rockrose Gardens
74. Kohls
75. Las Animas Concrete
76. Learning for Life
77. Light and Motion
78. Marina City Corps Yard
79. Marina Coast Water District
80. Marina Equestrian Facility
81. Marina High School
82. Marina Municipal Airport Office - OAR
83. Mattress Firm
84. Menchie's Yogurt (AGII Enterprises, Inc.)
85. Michael's
86. Montage Wellness Center (Includes Gym, Rehab Center, Medical Group)
87. Monterey Bay Economic Partnership
88. Monterey Child Development Center: AFT/NEF
89. Monterey College of Law

90. Monterey Institute for Research in Astronomy (MIRA)
91. Monterey Salinas Transit (MST)
92. Naval Post Graduate School - Cirpas
93. Old Navy
94. Ord Community Veterinary Clinic
95. Ord Market
96. Party City
97. Pemcon Inc.
98. Pizza My way
99. Pokebar
100. Polished Nails
101. Porter Youth Center
102. Red Shift
103. REI
104. Ross Roofing
105. Second Start
106. Shea Homes- The Dunes on Monterey Bay
107. Shoreline Workforce Development
108. Skydive Monterey Bay
109. Smashburger
110. Sports Clips Hair Cuts
111. Springhill Suites Marina
112. Subway
113. Supervisor Jane Parkers Office
114. Target
115. Teriyaki Madness
116. Tricord Tradeshow Services
117. Ubreakiphix
118. UCMBEST Center of University of Santa Cruz
119. Universal Heated Hoses
120. US Department of Defense
121. Verizon
122. Veterans Transition Center
123. Vocational Rehabilitation Specialists, Inc.
124. Water City Roller Hockey
125. YoungNak Presbyterian Church of Monterey
126. THI Label & Packaging
127. Kemron
128. Beautification Center
129. Tucci
130. 360 Health Café
131. America's Best Contacts and Eyeglasses
132. Wathen Castanos Homes @Sea Haven
133. Ahtna Environmental, Inc.
134. Pine Hill School
135. Damertra Enterprise LLC
136. Behavioral Health Adult Service

Appendix 3: 2018 Survey Respondents

1. AAFES Gas Station
2. AAFES Military Exchange PX
3. AdapCS
4. Central Coast Veterans Cemetery Foundation
5. Dual Language Academy of the Monterey Bay
6. Fort Ord Chapel
7. Lawyer Referral Service
8. Major General William H. Gourley VA-DoD Outpatient Clinic
9. MidPen Housing Affordable Apts
10. Monterey Adult School
11. Monterey County Bar Association
12. Monterey County Social Services: Adult
13. Monterey Military Attic
14. MPC Monterey Peninsula College: Ed Center at Marina
15. MPUSD - George C Marshall Elementary School
16. Parks at Monterey Bay OMC
17. Public Safety Training Center- MPC PSTC
18. Seaside Middle School
19. Starbucks (The Dunes)
20. University Village Apartments/ Eden Housing
21. US ARMY: Ord Military Community OMC (inclusive)
22. USAOMC- Ord Community Commissary
23. Anytime Fitness
24. A & A Automative (Sasaki Brothers)
25. A Taste of Elegance
26. Alliance Residential (Preston Park)
27. American Job Center
28. Anzu Corporation
29. AR Gutters
30. Arcadis
31. Arcadis: Westcliffe
32. Arcadis: Weston
33. Army National Guard Recruiting Center
34. Bayonet Blackhorse Golf Course/Seaside Resort
35. Bed Bath and Beyond
36. Best Buy
37. Blaze Pizza
38. Brotherhood of Carpenters: Union Hall
39. Builders Exchange, Central Coast Builders Association
40. Bureau of Land Management Central Coast Field Office
41. Cardinale
42. Central Coast Baptist Church
43. Central Coast Federal Credit Union
44. Central Coast Veterans Cemetery
45. Chartwell School
46. Chipotle
47. Christian Memorial Community Tabernacle Church
48. Christine Marie's Star Riders
49. Cinemark Marina
50. Coalition for the Homeless
51. Community Homeless Solutions (Formerly: Shelter Outreach Plus)
52. Creegan & D'Angelo
53. CSU Monterey Bay (CSUMB) - incl: Police
54. CSUMB Contractors - Sodexo, Zero Waste, Brightview, Alliance, Davy Tree
55. Davita Clinic
56. Deli Delicious
57. Desert Star Systems
58. Don Chapin (Fort Ord Recycle facility)
59. East Garrison
60. Everyone's Harvest (Farmer's market)
61. Famous Footwear
62. Fort Ord Cleanup Administrative Record
63. Fort Ord Natural Reserve
64. Fort Ord Reuse Authority (FORA)
65. Fort Ord Works
66. Furniture Avenue
67. Gel-a-fins Stamp Company
68. General Stilwell Community Center
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71. Interim, Inc.
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74. Las Animas Concrete
75. Learning for Life
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85. Monterey Bay Economic Partnership
86. Monterey Child Development Center: AFT/NEF
87. Monterey College of Law
88. Monterey County Buisness Council
89. Monterey County Business Council
90. Monterey Institute for Research in Astronomy (MIRA)
91. Monterey Salinas Transit (MST)

92. Naval Post Graduate School - Cirpas
93. Old Navy
94. Ord Community Veterinary Clinic
95. Ord Market
96. Party City
97. Pemcon Inc.
98. Pizza My way
99. Pokebar
100. Polished Nails
101. Porter Youth Center
102. Red Shift
103. REI
104. Ross Roofing
105. Second Start
106. Shea Homes
107. Shoreline Workforce Development
108. Sky Dive Monterey Bay
109. Smashburger
110. Sports Clips Hair Cuts
111. Springhill Suites Marina
Respondents relocating from 2015
1. North Tree Fire
2. Builders Exchange, Central Coast Builders Association
3. Gel-a-tins Stamp Company
112. Subway
113. Supervisor Jane Parkers Office
114. Target
115. Teriyaki Madness
116. Tricord Tradeshow Services
117. Ubreakiphix
118. UCMBEST Center of University
119. Universal Heated Hoses
120. US Department of Defense
121. Verizon
122. Veterans Transition Center
123. Vocational Rehabilitation Specialists,
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126. THI Label & Packaging
127. Kemron
128. Tucci
129. Behavioral Health Services

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16. Monterey Adult School
17. Monterey County Social Services: Adult
18. Monterey Military Attic
19. Parks at Monterey Bay OMC
20. Ranger Cayton Sta Foundation
21. Seaside Middle School
22. US Department of Defense
23. Dual Language Academy of the Monterey Bay
24. Monterey Clinic: VA Palo Alto Health Care System
25. Davita Clinic
26. Polished Nails
27. Springhill Suites Marina
28. Seaside Resort
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34. MPUSD - George C Marshall Elementary School
35. Ord Community Veterinary Clinic
36. US ARMY: Ord Military Community OMC
37. USAOMC - Dolce couture
38. USAOMC – Presido
39. USAOMC- Ord Community Commissary
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119. UCMBEST Center
120. Veterans Transition Center

Appendix 5: 2015 Survey Respondents

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2. American medical response
3. Anzu Corporation
4. Army National Guard Recruiting
5. Bayonet & Blackhorse Golf Course
6. Bed Bath and Beyond
7. Best Buy
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66. Sodexo
67. Sports Clips Hair Cuts
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69. Subway
70. Supervisor Jane Parkers Office
71. Target
72. Teriyaki Madness
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