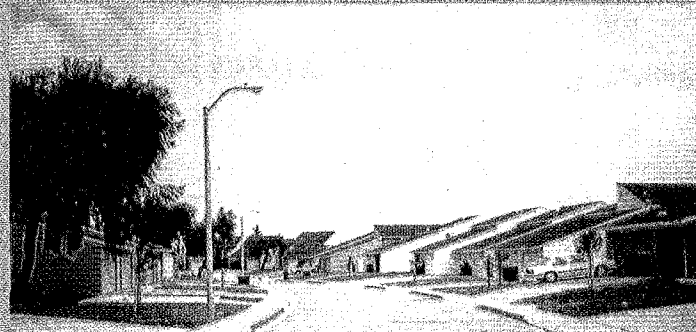


Contractor Assistance Program

In response to local concerns expressed during base closure and reuse, data base and training programs have been implemented to enable and assist local, small and disadvantaged contractors to compete for jobs in the redevelopment process.

A *Contractor Academy*, designed for construction contractors desiring to build their businesses by improving the primary activities of their profession, has been created with workshops provided through Hartnell Community College. The academy offers a six-session program to assist contractors with starting a business, estimating work, contract law, permit processing, project management, and organizational management.



Auditing and Budget

FORA is audited on an annual basis and has consistently been shown compliant with general accounting principles with no findings or questionable costs. Annual budgeting is used to make decisions about how to fund projected expenses and projects, estimate costs, and develop approaches to securing funding for the coming year.

FORA Board of Directors and Staff (June 2000)

Voting Members (13)

Officers: Board Chair
1st Vice Chair
2nd Vice Chair

Monterey County Supervisor Edith Johnsen
City of Marina Mayor Jim Perrine
City of Seaside Mayor Jerry Smith

Jurisdiction Representatives:

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

Mayor Sue McCloud
Mayor Jack Barlich
Mayor Dan Albert
Mayor Anna Caballero
Mayor David Pendergrass
Mayor Sandy Koffman
Supervisor Lou Calcagno
Supervisor Dave Potter
Council Member Kenneth Nishi
Council Member Tom Mancini

Ex-Officio Members (10)

17th Congressional District
15th State Senatorial District
27th State Assembly District
CSU-Monterey Bay
Monterey Peninsula Unified District
Monterey Peninsula College
Monterey-Salinas Transit
Transportation Agency of Monterey County
UC Santa Cruz
United States Army

Congressman Sam Farr
Senator Bruce McPherson
Assemblyman Fred Keeley
Beverly Wood
Carlos Pina
Dr. Kirk Avery
Morris Fisher
Mary Orrison
Lora Lee Martin
Col. Peter Dausen

Staff

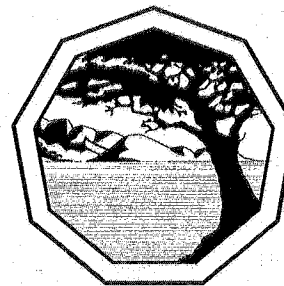
Executive Officer
Assistant Executive Officer
Director of Planning & Redevelopment
Accounting/Finance Officer
Facilities Deconstruction Manager
Community Contract Specialist
Senior Project Manager
Project Manager
Executive Assistant
Office/Network Administrator
Administrative Coordinator
Accounting Assistant
Receptionist/Office Assistant
Receptionist/Office Assistant
Sustainable Reuse Intern

Michael A. Houlemard, Jr.
James A. Feeney, P.E.
D. Steven Endsley
Ivana Bednarik
Stan Cook
Jay R. Jackson, Sr.
Jim Arnold
Chuck Fagen
Linda Stiehl
Sharon Strickland
Teresa Parsons
Marcella Fridrich
Laura Baldwin
Bill Evans
Melissa Gutheil

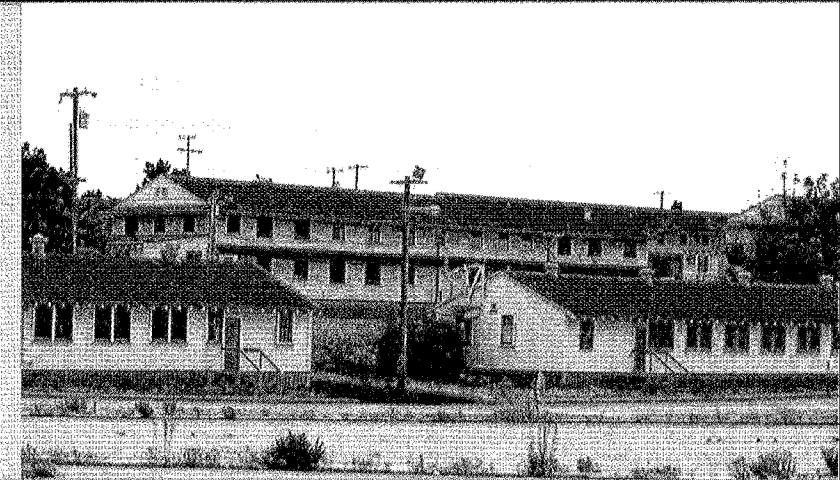
For More Information

If you would like additional information or have questions about any of the items noted in this report, please contact us. FORA offices are located on the former Fort Ord just off Hwy 1 at the 12th Street exit.

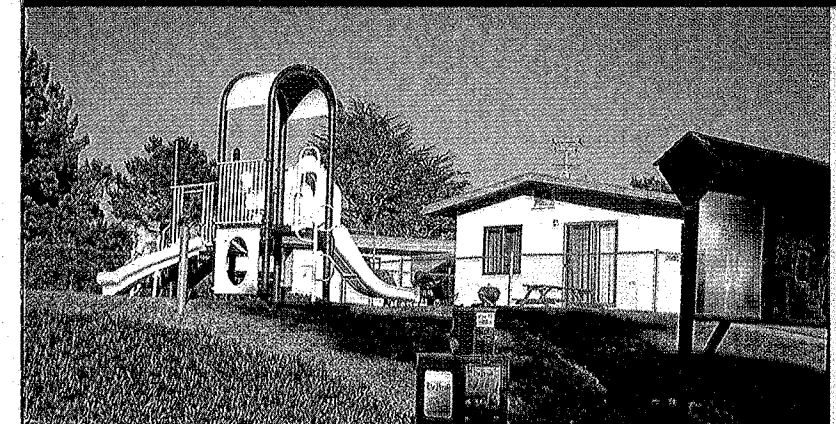
Fort Ord Reuse Authority (FORA)
100 12th Street, Bldg. 2880
Marina, CA 93933
Phone: (831) 883-3672 • Fax: (831) 883-3675
Web site: www.fora.org



FORT ORD REUSE AUTHORITY YEAR 2000



ANNUAL REPORT



FORA was formed under state legislation in 1994 to prepare, adopt, finance, and implement a plan for gradual reuse and recovery of the former Fort Ord military base

History of the Former Fort Ord Area

Opening in 1917, the former Fort Ord military installation played an important role in the history of our nation, serving for nearly a decade as a training base and temporary home to tens of thousands of soldiers.

Closure of the former military base was first announced in 1991. Central to the economic vitality of Monterey County, the announcement created significant local concern regarding impacts to surrounding communities as more than 30,000 military and civilian personnel were relocated from the 45 square mile area.

In 1993, the former base was declared a National Model for base conversions, followed by President Clinton's announcement of a Five Point Base Closure Program for job creation, federal agency assistance, an accelerated process for cleanup, transition coordination and funding to help implement conversion activities.

In 1994, the Fort Ord Reuse Authority (FORA) was formed to prepare, adopt, finance, and implement a plan for the former Fort Ord to include reuse of land, development of transportation systems, conservation of land and water, and creation of recreation and business opportunities for economic recovery of the area.

Governed by a 13-member board comprised of local, state and federal representatives, FORA prepared and adopted the FORA Base Reuse Plan and Capital Improvements Plan in 1997. These documents guide the reuse and redevelopment planning and operations now proceeding at the former base focused on themes of education, environment and economy, and offer hope for a new economic future for the Monterey Bay area and its surrounding communities.

Implementing The FORA Base Reuse Plan

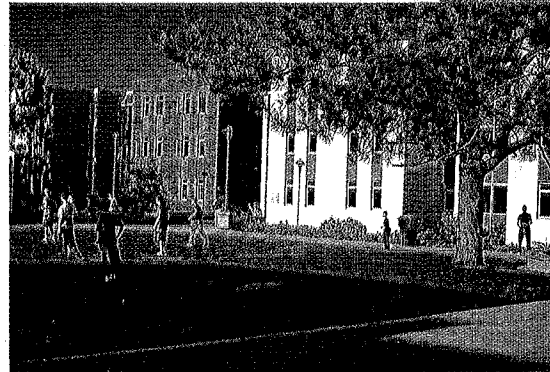
Redevelopment of the former Fort Ord includes approximately 5,300 acres for economic development conveyance over a 7 year period; 20,000 acres to be retained for habitat, open space, and recreational uses; and a wide variety of programs and projects provided by a number of organizations for additional community benefit.

The redevelopment plan provides for:

- Housing opportunity through rehabilitation of 11,000 housing units and new housing, with a wide range in type and pricing;

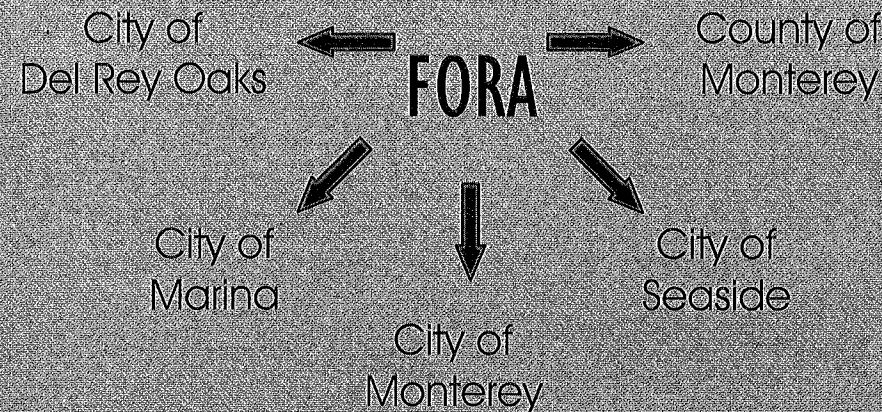
- Creation of over 18,000 jobs;
- Commercial and R&D uses including the University of California's Monterey Bay Education, Science and Technology (MBEST) Center, business parks, and other light industrial and retail facilities;

- Recreation resort complexes with hotels and conference centers;



- Outdoor recreation including golf courses, a variety of hiking and biking trails, equestrian center, tennis, parks, beach, and other eco-tourism recreation;
- Educational institutions including the new California State University-Monterey Bay campus and several other research, law and general education facilities (including UC-MBEST), providing both clean and beneficial economic redevelopment.

Property Transfer, Employment and Capital Improvements



As of June 2000, over 10,500 acres of the 28,000 acres comprising the former Fort Ord have been transferred for various public benefit uses, creating an initial 1,500 jobs.

An Economic Development Conveyance (EDC) agreement has been fully executed for transfer of land from the Army to FORA and then to



receiving local jurisdictions (cities and county) for economic redevelopment including retail, commercial, hospitality, recreational, and residential uses.

Initial capital improvement projects for road, transportation,

and water and sewer systems have been or will be possible through local funds and grants of approximately \$20 million through the Economic Development Agency (EDA). FORA is also serving as a pilot program for credit enhancement to attract additional revenues from private and other sources to be applied toward reuse.

FORA has negotiated an ownership, operation and maintenance agreement with Marina Coast Water District (MCWD) for the Army-owned systems; transfer is expected within year 2000. Existing roadways and storm drainage systems are being transferred as part of the EDC process and modifications to drainage systems are currently being designed.

A financing plan includes elements such as: a Community Facilities District and/or other assessment districts; formation of redevelopment project areas by the cities and county; a five year financial plan; transition financing components; developer fees; and bond financing alternatives.

Land Use Monitoring/Habitat Management and Conservation

FORA is responsible for mitigation and resource monitoring, development of design guidelines, and consistency determinations between the FORA Base Reuse Plan and various jurisdictional planning processes and documents.

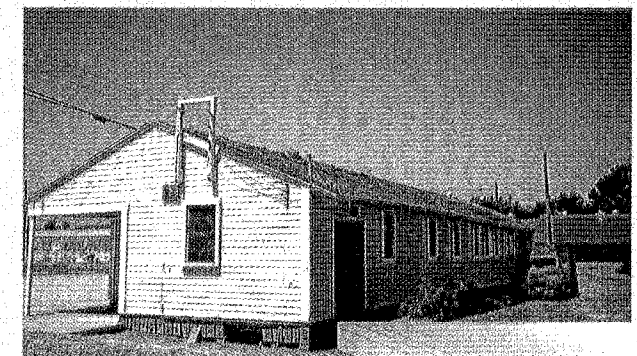
In addition, FORA and all affected agencies are producing a Habitat Conservation Plan and an Implementing Agreement to govern and monitor the maintenance of sensitive habitats. FORA will finance a substantial portion of the habitat management costs. The final document and approval is expected in 2001.

Pilot Deconstruction Project

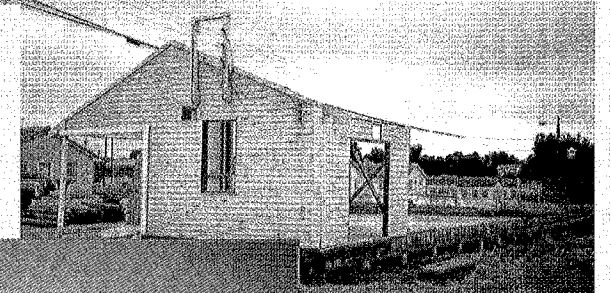
Perhaps one of the most exciting and innovative programs currently in place at the former Fort Ord is a project that addresses the removal of over 1,200 wooden buildings and as many as 1,100 housing units that contain lead based paints and asbestos. With funding from the David and Lucille Packard Foundation, a pilot

deconstruction project involving local businesses, labor and educational institutions was implemented to identify ways to save on building removal and disposal costs.

Using priorities of renovation and reuse in place, relocation and



renovation, deconstruction and reuse of building materials, and mechanical demolition with aggressive recycling, the pilot project is working to



coordinate efforts of multiple regulatory agencies and is demonstrating technologies to result in cost savings with environmental benefits.

