



Fort Ord Reuse Authority



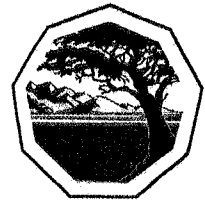
ANNUAL REPORT FY 2001-2002

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OVERVIEW

For nearly all of the 20th century, the former Fort Ord was significant to our local and national history. From 1917 to closure in 1994, Fort Ord served as an exemplary training facility and home to millions of soldiers, contributing mightily to the economy of the Monterey Bay Region. Closure of the former Fort Ord had substantial economic impact on Monterey Peninsula cities as more than 45,000 military and civilian personnel, public jobs, revenues, services and business income left the area. Fort Ord Reuse Authority ("FORA") was formed through state legislation to prepare, adopt, finance, and implement a plan for Fort Ord redevelopment, reuse, and economic recovery. In 1993, the Fort Ord reuse was declared a National Model for military base conversion.

Based on providing economic development, educational programming, and environmental conservation opportunities in the reuse process, the comprehensive FORA Base Reuse Plan ("BRP") was adopted in 1997. The BRP governs how land at the former military base will be used, addresses the implementation of transportation systems and conservation of land and water, and encourages economic redevelopment, including:

- Habitat/Open Space - 20,000 of 28,000 acres retained as habitat/open space,
- Commercial - Light industrial, research and development, retail and office,
- Education - California State University Monterey Bay ("CSUMB"), University of California-Monterey Bay Education Science and Technology Center ("UCMBEST"), Monterey Peninsula College ("MPC"), Monterey Peninsula Unified School District, Golden Gate University, Monterey College of Law, and others,
- Visitor Serving - Resort complexes, hotels, and conference centers,
- Residential - Housing in a wide range of pricing, and
- Recreational - Golf courses, tennis, equestrian center, beach park, and other uses.

The FORA Board has 24 members (13 voting), representing every political jurisdiction impacted by the reuse, overseeing the transition of Fort Ord to civilian use. Through the cooperation of public and private sectors, the FORA BRP serves as a sustainable framework to attract developers, corporations, home buyers and investors. Approximately 1,600 new jobs have been created since closure, only a small fraction of the 18,000 jobs expected by the year 2015.

During this past year, FORA was successful in meeting and addressing several major challenges: increasing work force housing, moving forward on utility and property transfers, completing important capital projects, elevating local contractor opportunities and initiating key financing groundbreaking programs. The Fort Ord conversion is complex and challenging and is being achieved through the collective cooperation, coordination, and collaboration of the community members, elected representatives, regional agencies, and the real estate/business leadership.

We look forward to the coming year as we work together to reuse the former Fort Ord for the benefit of current and future generations!

A handwritten signature in black ink, appearing to read "Michael A. Houlemard, Jr." The signature is fluid and cursive.

Michael A. Houlemard, Jr.
Executive Officer

PROPERTY TRANSFERS

In June 2000, the U.S. Army entered into an agreement with FORA to transfer 5,300 acres over several years. Under the terms of the agreement between FORA and the jurisdictions, properties will be used for public purposes or be sold for private development; the first property transferred on August 7, 2000. The water and wastewater systems were transferred to FORA and to the Marina Coast Water District by the Army in October 2001. More property will transfer this summer and early next year, as parcels are cleaned-up by the Army.



Property Transfer Summary	
Economic Development/ Housing	265
Education	1810
Habitat/Open Space	8506
Public Benefit Conveyance	47
Total Already Transferred	10,628
Army Retained	812
To Be Transferred	16,560
Total Fort Ord Acres	28,000

The former Fort Ord is more than 45 square miles, 28,000 acres—or roughly equivalent to the County of San Francisco.

JURISDICTIONAL SUPPORT

FORA staff and consultants continue to provide project development financing and planning assistance to local jurisdictions. Among this wide range of support, FY 2002 activities included:



- 1) Project developer selection, property management, and development financing work with the cities of Del Rey Oaks, Marina, Seaside, and the County of Monterey including ongoing work with Marina to potentially house FORA and other agencies' office meeting space needs.
- 2) Special assistance to the County of Monterey, Seaside, and Del Rey Oaks regarding the complex issues associated with reusing former firing/training ranges.

SUSTAINABILITY PROGRAMS



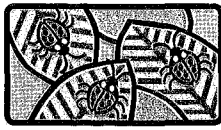
FORA's sustainability efforts enhance capacity support to jurisdictions, respect environmental impact commitments, and promote the BRP. In this past year, sustainability efforts included Highway 1 Urban Design Corridor Planning, advice to jurisdictions on meeting requirements in General and Project plans, and developing mechanisms to measure sustainability success.

WORK FORCE HOUSING COORDINATION

FORA has actively responded to congressional and community concern about the provision of work force housing at the former Fort Ord. Staff briefed Congressman Sam Farr in August 2001 and presented a Board Workshop October 25, 2001. Follow-up material was provided to the Board in December 2001. A grant application for \$75,000 to the Federal Department of Housing and Urban Development ("HUD") was prepared in March of 2002, and awarded in May 2002 to further explore options related to addressing work force housing opportunities.



HABITAT MANAGEMENT



FORA is a key entity of the required multi-agency Fort Ord Installation Wide Multi-Species Habitat Management Plan. FORA provides the funding for planning and preparation of implementing documents, including the federal and state mandated Habitat Conservation Plan ("HCP"). This document; 1) details the specifics about how to ensure that habitat for endangered and listed species is preserved and protected, 2) provides that habitat management obligations are funded by development activities, and 3) is subject to approvals from the U.S. Fish and Wildlife Service and California Department of Fish and Game. HCP approval has been withheld during FY 2001-2002 awaiting resolution of issues related to use of controlled burning as a method of habitat restoration.

CAPITAL IMPROVEMENT PROGRAM

The FORA Capital Improvement Program ("CIP") sets forth the road, water, sewer and related environmental mitigations and capital improvement obligations of the adopted FORA BRP. The CIP is reviewed annually by the FORA Board to link required projects with development plans and activities.

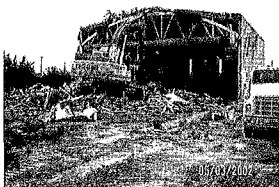


At its June 14, 2002 meeting, the FORA Board approved a re-programmed CIP, incorporating required mitigation elements in four phases over a 20 year period. Thus far, funding for required capital improvements has predominantly been provided by grants from the U.S. Department of Commerce Economic Development Administration ("EDA"). The Capital Projects section details funds received and projects implemented.

Elements of the CIP include Transportation/Transit Projects, Potable Water Augmentation, Storm Drainage System Projects, Habitat Management, Public Facility (Fire Fighting Capability Enhancement), and Building Removal. Water distribution and wastewater collection system capital improvements are contained within the Marina Coast Water District Capital Improvement Program. Related development project electric, gas and telecommunication utility system infrastructure will be coordinated with FORA Basewide CIP elements.

The Base Reuse Plan will provide for the creation of 18,400 new jobs over its development horizon.

BUILDING REMOVAL PROGRAM



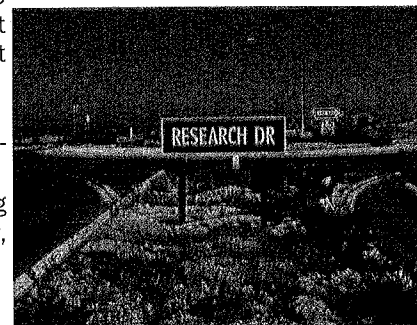
FORA is responsible for the removal of 1200-1600 World War II wood structures that contain remnant asbestos containing materials and lead based paint. The cost to remove these buildings exceeds \$70 million, to be paid for by future land sale and leasing proceeds. FORA has developed nationally recognized methods for dealing with the array of building removal issues and is working with the U.S. Army Corps of Engineers, Monterey Regional Waste Management District, the City of Marina, the U.S. Department of Agriculture,

U.S. Department of Defense, the International City/County Managers Association, and several private companies to create programs for removing contaminated structures that can serve as a nationwide model in base closures. In FY 2001-2002 substantial progress was made to increase salvage/recycling potential, advance waste containment technology/characterization, building removal phasing, and long term cost projections.

CAPITAL PROJECTS

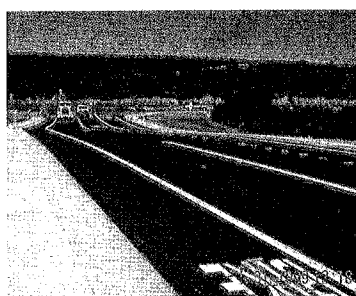
Two projects were completed in FY 2001-2002. These projects were funded with EDA awards (\$2.1M grant and a \$3.2M grant) for construction of improvements that include:

- ◆ Wastewater collection system telemetry improvements, completed July 2001.
- ◆ Blanco Road/Research Drive intersection serving Marina Municipal Airport and the UCMBEST Center, completed June 2002.



Active Projects

FORA accepted a \$2.7M grant from the EDA for re-prioritized transportation system elements. These include:

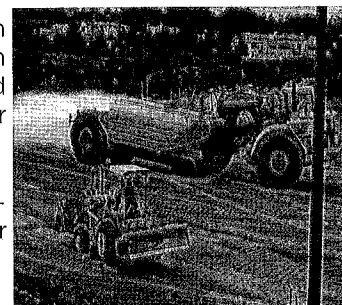


- **California Avenue** – Construction commenced in October 2001 and is scheduled for completion in August 2002.
- **Upper Ragsdale Connector to South Boundary Road/South Boundary Road** – Construction commenced in March 2002 and is scheduled for completion in August 2002. This project is accompanied by a pavement rehabilitation project on South Boundary Road that is scheduled for completion in late July 2002.

FORA adopted a basewide developer fee that assesses a fair share of costs to improve regional roadways, unlike any other development outside of Fort Ord.

EDA awarded FORA a design grant and two supplemental construction grants totaling \$9.8M that provided funding for the following:

- **Imjin, Reservation and Blanco Road** – Construction commenced in January 2002 and is scheduled for completion in October 2002. This EDA grant funding was supplemented with grant funds awarded to the City of Marina that provided for a bike path to be constructed on Reservation Road.
- **12th Street Corridor (Imjin Parkway) and Lightfighter Drive** – Construction commenced March 2002 and is scheduled for completion in April 2003.



FORA and the City of Seaside, as co-applicants, were awarded two grants by the EDA totaling \$3.1M that provided funding for the following:

- ◆ **Planning and preliminary design services** for an alternative storm water runoff disposal system to and removal of the storm drainage outfalls that currently discharge runoff into the Monterey Bay National Marine Sanctuary.
- ◆ **Construction of the storm drainage system** that is expected to commence in March 2003 and be completed by December 2003.

Projects on the Horizon

In May 2002 at the invitation of EDA, FORA submitted an application for \$3.92M for the continuing build-out of priority transportation projects. The application is currently under review by EDA representatives. Should funds be awarded, the resultant construction project would be initiated in Fall 2002 and completed in Fall 2003.

OPERATING BUDGET

The estimated balance in the reserve account at the close of the FY 2001-2002 is \$399,076.* Following the financial audit and verification of this balance, the Executive Officer intends repayment of the \$300,000 special assessment to the FORA members. The FY '02-03 budget includes \$12.8M in total appropriations, including \$1M for FORA operations, \$11M for capital projects, and \$.8M for non-capital grant projects. The budget sustains the existing policy of efficient and minimum staffing, sets appropriate reserves, and funds all essential or required services.

The following summarizes the overall budget figures for the '02-03 fiscal year:

Budgeted Revenues for FY '02-03	\$12,874,282
Budgeted Expenditures for FY '02-03	\$12,874,282
Excess Revenues over (under) Expenditures	\$0
Beginning Balance (7-1-02) - Anticipated	\$399,076
Less: Repayment of FY '95-96 Assessment Fee	(\$300,000)
Plus: Revenue savings at year- end (6-30-03)	\$0
Ending Balance in Contingency Reserve Account (6-30-03)	\$99,076

* May be slightly higher after collecting outstanding receivables.

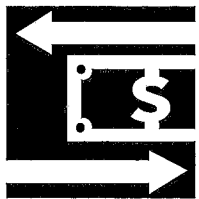
AUDIT

Snyder Accountancy completed the financial audit for the fiscal year ending June 30, 2001 in summer/fall of 2001. The audit was conducted in accordance with generally accepted auditing standards and Government Auditing Standards, issued by the Comptroller of the United States and the provisions of the Office of Management and Budget Circular A-128, Audits of State and Local Governments. There were no findings or questionable costs. The FORA Board accepted the Fiscal Year '00-01 Audit Report at its December 14, 2001 meeting.



The Base Reuse Plan projects that slightly more than 37,000 people will be living at the former Fort Ord by the year 2015.

COMMUNITY FACILITIES DISTRICT



FORA established a Community Facilities District ("CFD") in 2002 under State of California law to pay for the Fort Ord fair share contribution to basewide mitigations and basewide costs required by the Fort Ord BRP, Environmental Impact Report and related California law. This CFD will raise the required \$200 million to pay for these basewide obligations/mitigations. The District took effect in June 2002, and was the product of over two years of FORA Board deliberations and discussions.

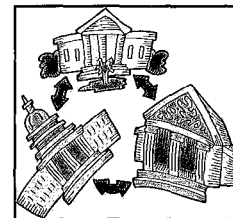
The CFD was adopted by a vote of the Fort Ord landowners on Fort Ord, including the U.S. Army, FORA, the Cities of Marina and Seaside, U.C. Santa Cruz, California State University Monterey Bay, and others. The CFD enables the collection of fees from development on Fort Ord, to pay for the impact of that development on local and regional roads, habitat, water systems, storm drains, and urban wildfire interface fire fighting capability.

OUTREACH AND ENGAGEMENT

FORA has a special outreach and engagement contract with the U.S. Army to enhance community participation and public information associated with the cleanup programs. This included FY 2002 meetings and direct work with local jurisdiction neighborhoods, community groups, media and regulatory agencies by staff and through services provided by the Fort Ord Environmental Justice Network and the Ingram Group as well as information and outreach efforts by the U.S. Army.

LEGISLATIVE PROGRAM

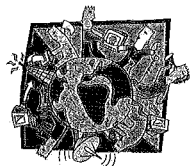
The 2001-2002 FORA Legislative Program included a variety of issues and positions approved by Board action in November of 2001. Staff and Board Members have worked closely with all of our legislative offices to complete the program. Follow-up continues toward additional clean-up funding, work force housing, exchanging habitat for development in County areas, legislative adjustments, and regulatory attention to project development near former ranges.



The Legislative Program also included seeking funding from EDA to assist in infrastructure development on the former Fort Ord and credit enhancement modifications to implement Fort Ord recovery. In addition, work efforts have included support for state and federal budget allocations for the creation of the Fort Ord Veterans' Cemetery, mechanisms that support stewardship of transferred sites, creation of a national "model" or "demonstration" of remediation grading in development practices, and implementation of the thermo-chemical conversion technology to address the building removal program. FORA's Legislative Program also seeks congressional and Department of Defense support to establish a national priority to identify and remove remnant ordnance and explosives and achieve adjustments to the Base Realignment and Closure laws that will provide increased planning, environmental review, and disposition coordination, as well as increased research funding to improve methods of Ordnance and Explosives removal.

In all, seven educational institutions have or will soon have facilities at the former base, providing public benefit projects and services and supporting economic redevelopment of the former Fort Ord properties.

PUBLIC INFORMATION



The FORA Public Information Program prepares and distributes media releases, coordinates public information events, supplies special topic articles to various publications, and assists in FORA's public outreach to and engagement with the local communities.

To enhance FORA's continuing efforts to keep the public informed, the executive officer was guest speaker at more than 35 community and media events this past year. The Ingram Group provides FORA's public information services, working closely with the Executive Officer, the Executive Committee and under the direct supervision of the Executive Assistant.

Funds were allocated this last year to expand FORA's website (www.fora.org), which has become a comprehensive source of information about FORA and a multitude of related issues, programs, projects, activities and jurisdictional linkages and to produce this annual report.

COMMUNITY CONTRACTORS PROJECTS

During FY 2001-2002, in coordination with CSUMB and the regional contracting community, the Community Contractors Specialist office completed several projects including:

- Expanded and refined the Contractors Database;
- Met with developers/general contractors on local projects;
- Coordinated with Associated General Contractors of California, local, regional and state offices to better utilize their training programs; and
- Met and interacted with area Builders Exchanges associations.



Focus during FY 2001-2002 has been on creating the Contractors Development Center ("CDC"), generating over \$85,000 in grants, contributions, services, materials, furniture, appliances, and equipment.

The CDC facility is expected to be fully operational by August 2002. Marketing and publicity is underway for the fall classes (September 2002).

CITY OF DEL REY OAKS

Removal of remnant unexploded ordnance ("UXO") on the 360 acre site is nearly complete with property transfer anticipated in the near future. The planned resort hotel and golf course development will follow shortly. FORA and Del Rey Oaks recently held special sessions in San Francisco with over 60 federal, state, and local officials, including private insurers, legal and financial representatives to discuss UXO clean-up. The two-day session was highlighted by unveiling a new method of addressing site development that could mean fewer regulatory restrictions. This "Confirmation Grading" will be further developed in coming months and discussed in more detail at the National Association of Installation Developers Annual Conference (August 6, 2002—Charleston, South Carolina).

CITY OF MARINA

The City of Marina accomplished the following in FY 2001/2002:

- ▶ The Airport Development Site (70 acres North of the Airport Runway) slated for a golf course and hotel transferred to Marina from FORA in October 2001.
- ▶ The Marina Small Business Incubator at UCMBEST for entrepreneurial training opened on September 17, 2001.
- ▶ Negotiations for residential properties:
 - ◆ Cypress Knolls Continuum of Care Community moved to final terms of a disposition agreement with Cypress Knolls.
 - ◆ Marina Heights Housing Project (Abrams) received final appraisal and a Letter of Understanding on the terms of acquisition, and the scope of the development was issued by the City Council.
 - ◆ A Community Development Block Grant ("CDBG"), from the State to support the acquisition of 12 units (residential lease/purchase) and redevelopment financial assistance from the City were approved in FY 2002 for the Interim, Inc. project.
 - ◆ Negotiations with Community Human Services to purchase units on Lexington Court, and a CDBG grant application, are underway.
 - ◆ Marina contributed staff assistance and a CDBG grant to the 30-unit Veterans Transition Center rehabilitation project.
 - ◆ Marina obtained a \$300,000 CDBG grant to support the Housing Authority's Pueblo del Mar Community Center.
- ▶ The 192 unit Abrams "B" Housing Project is a highly successful effort to assist the Department of Defense with work force housing and was completed in FY 2002.
- ▶ Requests for Qualifications were sent to potential developers for the landmark West & North Community Villages Project. Developer selection should be complete in FY 2003.
- ▶ The City is agent on the management/operation of Preston Park Housing, which included establishing an advisory council, maintaining affordable rents, and completing the design for the playing field improvements in FY 2002.
- ▶ Neeson Road property was purchased from University of California, and Marina completed the sale of three parcels to private developers, in addition to completing infrastructure improvements.
- ▶ Tait Forsythe has developed new hangars at Marina Municipal Airport which allows the Airport to support more than 100 aircraft.

FORA will remain in existence until 80% of the reuse plan is complete or until 2014, whichever comes first.

COUNTY OF MONTEREY

- ▶ The Board of Supervisors appointed a permanent Fort Ord Sub-committee (Supervisors Edith Johnsen and Dave Potter) to coordinate approaches to County assets at Fort Ord. The County Sub-committee meets monthly.
- ▶ The County adopted the County Fort Ord Redevelopment Plan on February 19, 2002.
- ▶ The County extended an exclusive negotiating rights agreement with Woodman Development for one year to cover both Parker Flats and East Garrison. Woodman Development produced concept plans, under negotiations with the County for an option agreement regarding East Garrison property.
- ▶ Working with Zander Associates and FORA, the County obtained approval from the U.S. Fish and Wildlife Service for a habitat swap to allow additional development to occur at East Garrison, while placing additional lands in Parker Flats under habitat management.
- ▶ In February 2002, the County, FORA and MPC governing boards approved points of agreement regarding relocation of the proposed MPC Public Safety Officer Training Facility from East Garrison to the Parker Flats area.
- ▶ The Board of Supervisors appointed an ad hoc committee of local veterans to provide input to the State regarding design of the proposed Central Coast Veterans Cemetery.
- ▶ The Ord Market opened for business in July 2001 under a lease/sublease agreement between the Army, FORA and the County.
- ▶ The County remodeled and opened the former CID Building as offices for Supervisor Edith Johnsen and the County Planning and Building Inspection Department.
- ▶ The County submitted a joint application with the University of California for a \$125,000 grant from EDA to prepare a concept plan for a model urban village at the UCMBEST East Campus.
- ▶ The County worked extensively with FORA, CSUMB, MPC, Monterey Salinas Transit, the U.S. Army, Monterey Horse Park and the Veterans Cemetery regarding a proposed re-alignment of the Eastside Bypass road in the Parker Flats area.

The total construction cost to redevelop the former Fort Ord will be between \$6 and \$7 Billion over the coming twenty years.

CITY OF MONTEREY

- ▶ The City of Monterey is working with a consultant and CalTrans on the design of the Ragsdale Drive/Highway 68 Traffic Signal and widening Highway 68 between Highway 218 and Ragsdale Drive. Design is funded with \$400,000 of Regional Surface Transportation Program ("RSTP") funds. The estimated cost of construction is \$2.5 million. Monterey has committed \$500,000 to construction in the 2001/2002 budget. In addition, CalTrans has identified \$750,000 in construction funds. The project plans are currently being reviewed by CalTrans. Construction is scheduled for the summer of 2003.
- ▶ See Capital Projects section for Upper Ragsdale construction.

CITY OF SEASIDE

- ▶ The City of Seaside successfully closed the sale of the Hayes Housing parcel from the U.S. Army to the City and from the City to KB Home/The Bakewell Company. The development has been named Seaside Highlands, and asbestos remediation activity has begun with demolition slated by the end of summer.
- ▶ Considerable progress on a hotel development on the Bayonet/BlackHorse Golf Course occurred in FY 2002 with project expected for review through FY 2003.
- ▶ Seaside is currently working with Pebble Beach Company on the First Tee Youth Golf Project.

GLOSSARY OF TERMS

Base Realignment and Closure ("BRAC")

- The process undertaken by the Federal Government to identify surplus military installations, declare those surplus, and transfer land to local use.

Base Reuse Plan ("BRP")

- The approved governing land use plan that was adopted in 1997 by the Fort Ord Reuse Authority.

Capital Improvement Program ("CIP")

- A detailed listing, with related cost and schedule, of intended capital (roads, utilities, storm drainage, etc) involved in a development project or municipal improvement program.

Economic Development Conveyance ("EDC")

- Federal provision that provides for transfer of property at below market price to encourage job creation and economic recovery.

Request for Qualifications ("RFQ")

- A solicitation seeking qualifications to perform identified services.

Sustainability Programs

- A comprehensive effort to promote energy conservation, recycling, transit, water conservation, and other efficiencies while building dynamic compact villages.

Unexploded Ordnance ("UXO")

- Remnant munitions fired during training exercises that, for varying reasons, did not fully fire or detonate.
-

BOARD OF DIRECTORS

Officers/Executive Committee:

Marina Mayor Jim Perrine	<i>Chair of the Board</i>
Seaside Mayor Jerry Smith	<i>1st Vice Chair</i>
Del Rey Oaks Mayor Jack Barlich	<i>2nd Vice Chair</i>
County of Monterey Supervisor Edith Johnsen	<i>Past Chair</i>
Monterey Mayor Dan Albert	<i>Appointed Member</i>

Voting Members:

Mayor Sue McCloud	<i>City of Carmel-by-the-Sea</i>
Mayor Jack Barlich	<i>City of Del Rey Oaks</i>
Mayor Jim Perrine	<i>City of Marina</i>
Council Member Howard Gustafson	<i>City of Marina</i>
Mayor Dan Albert	<i>City of Monterey</i>
Supervisor Lou Calcagno	<i>County of Monterey</i>
Supervisor Edith Johnsen	<i>County of Monterey</i>
Supervisor Dave Potter	<i>County of Monterey</i>
Mayor Sandy Koffman	<i>City of Pacific Grove</i>
Council Member Janet Barnes	<i>City of Salinas</i>
Mayor David Pendergrass	<i>City of Sand City</i>
Mayor Jerry Smith	<i>City of Seaside</i>
Council Member Tom Mancini	<i>City of Seaside</i>

Ex-Officio Members:

Representative Sam Farr	<i>17th Congressional District</i>
Senator Bruce McPherson	<i>15th State Senatorial District</i>
Assemblyman Fred Keeley	<i>27th State Assembly District</i>
Dan Johnson	<i>CSU Monterey Bay</i>
Carlos Pina	<i>Monterey Peninsula Unified School District</i>
Dr. Kirk Avery	<i>Monterey Peninsula College</i>
Morris Fisher	<i>Monterey-Salinas Transit</i>
Lee Yarborough	<i>Transportation Agency for Monterey County</i>
Lora Lee Martin	<i>UC Santa Cruz</i>
COL Mike Dietrick	<i>U.S. Army</i>
Tom Moore	<i>Marina Coast Water District</i>

The FORA Board has 24 members, 13 voting, and 11 non-voting Ex-Officio members, who represent the jurisdictions and agencies most impacted by the Fort Ord Closure.

FORA STAFF

Michael A. Houlemard, Jr.	<i>Executive Officer, Secretary to the Board</i>
James A. Feeney, P.E.	<i>Assistant Executive Officer</i>
D. Steven Endsley	<i>Director of Planning & Finance</i>
Ivana Bednarik	<i>Controller</i>
Stan Cook	<i>Facilities and Leasing Manager</i>
James M. Arnold	<i>Senior Project Manager</i>
Charles E. Fagen	<i>Project Manager</i>
Jay Jackson, Sr.	<i>Community Contract Specialist</i>
Linda L. Stiehl	<i>Executive Assistant</i>
Sharon Strickland	<i>Office/Network Administrator</i>
Marcela Fridrich	<i>Accounting Assistant</i>
Crissy Maras	<i>Administrative Coordinator</i>
Charlotte Ellsworth	<i>Receptionist/Office Assistant</i>
Laura Baldwin	<i>Part-Time Office Assistant</i>