



Fort Ord Reuse Authority

ANNUAL REPORT FY 2012-2013

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Executive Summary

The Fort Ord Reuse Authority (FORA) was created by the California State Legislature in 1994 to facilitate the conversion of the former Fort Ord from military to civilian activities. That conversion effort was focused on property transfer for local economic recovery, minimizing further base closure disruption and providing for educational reuse and development that enhanced local jurisdictions while sustaining a high quality of life in the Monterey Bay Region through protection and conservation.

This legislatively mandated mission is directed by the 1997 Fort Ord Base Reuse Plan (BRP), which established the three “E’s”: Education, Environment, and Economy, as the global guiding principles behind economic recovery and land use decisions. In 2012, FORA performed a comprehensive BRP Reassessment, evaluating implementation progress and exploring policy options for completing current and future needs. This community-wide BRP Reassessment effort provided an extraordinary opportunity for introspection to outline where we have accomplished our mission and where we can improve in order to sustain FORA’s promise and confirm its vision. The FORA Board formally received the BRP Reassessment Report in December 2012 and has since made considerable progress in examining the policy questions that surfaced during the Reassessment process.

In 2012, Assemblymember Bill Monning and co-authors Senator Sam Blakeslee, Senator Anthony Canella, and Assemblymember Luis Alejo, introduced Assembly Bill (AB) 1614 to extend FORA’s statutory sunset date of June 30, 2014. Such extension would permit the completion of remaining ongoing and fixed term obligations on Fort Ord. The legisla-

tion also required the FORA Board to approve and submit a transition plan to the Monterey County Local Agency Formation Commission prior to its dissolution. The California State Legis-



Leon Panetta and Executive Officer Michael Houlemard

lature and the Monterey Bay Region demonstrated broad support for AB 1614 and it was signed into law by Governor Brown in September 2012, effectively extending FORA’s sunset date to June 30, 2020.

Governor Brown also approved AB 1842, authored by Assemblymember Monning, which helps alleviate obstacles to the establishment of the California Central Coast Veterans Cemetery by permitting the California Department of Veterans Affairs to enter into financial agreements to receive cash advances used to trig-

ger the initial phase of cemetery construction. It would also provide them with the authority to repay the cash advances from reimbursements received from the U.S. Department of Veterans Affairs. Additional clarifying language in the form of Senate Bill (SB) 106 has been introduced by Assemblymember Monning and is currently under consideration by the Legislature.

Also in 2012, the Joint Department of Defense/Department of Veterans Affairs (VA) Monterey Health Care Center Project received entitlements and was approved for consistency by the FORA Board. The project is an approximately 150,000 square-foot medical care facility located on a 14.31-acre site within the Dunes on Monterey Bay Specific Plan area. The Central Coast has long lacked sufficient medical facilities to support local veterans and active military personnel. Congressman Sam Farr championed this effort, which will eventually replace the current outpatient clinic on the former Fort Ord and will offer expanded services in gastroenterology, mental health, orthopedics and audiology.

FORA has continued its close relationship with the Association of Defense Communities (ADC) by co-hosting the August 2012 Annual ADC Conference in Monterey, which highlighted Fort Ord reuse and remediation efforts as a model for the nation. In June 2013, several FORA Board and key staff members attended the Annual ADC National Summit in Washington, D.C., at which FORA participated in several panel discussions regarding stakeholder/community engagement and the role of the Environmental Protection Agency in base redevelopment.

At every juncture, we’re examining ways to strengthen our commitment

to Fort Ord habitat. Over the last year, staff has diligently furthered major open space restoration, conservation, and remediation through advancing the Fort Ord Habitat Conservation Plan (HCP) and completing Environmental Services Cooperation Agreement (ESCA) work. FORA staff and consultants completed the HCP preliminary draft, which currently awaits wildlife agency review prior to distribution of a public draft. Munitions removal field work under the ESCA remained on schedule during fiscal year 2012/13, reaching 85% completion over the course of the calendar year. The ESCA program expanded public outreach efforts (averaging 31 per month) and undertook major habitat restoration of range 44, hiring and training 20 local residents to restore native plant species on 14 acres of remediated habitat.

FORA also participated in the culmination of a four-year effort to seek national recognition of Fort Ord public lands. Establishment of the newly designated Fort Ord National Monument was confirmed with the creation of new access points and parking areas. FORA has continued to coordinate with the U.S. Bureau of Land Management (BLM) to facilitate monitoring of endangered species, habitat management, and weed abatement programs on the National Monument, as well as to provide for law enforcement and right of entry permits.

FY 2012/13 saw major economic revitalization projects open or move towards construction, including the VA

Monterey Health Care Center Project, the California Central Coast Veterans Cemetery, the South County Housing University Villages Apartments project, and the Mid-Peninsula Housing Coalition Manzanita Place project. These major projects are supported by FORA's completion of the General Jim Moore Boulevard/Eucalyptus Road project and the conclusion of much of the remaining field work under the U.S. Army ESCA contract.

Despite these successes, the past year has reinforced the need to emphasize blight removal and to complete the Regional Urban Design Guidelines – two significant remaining goals of the reuse effort. This annual report is more comprehensive than the past five years in response to many public requests for the additional information.

By pulling together and focusing on common objectives, Fort Ord revitalization efforts can succeed. It is uncertain whether that can also be achieved as an outcome of the current initiative process. Hopefully, an answer to these questions will arise by the end of 2013.



– Michael A. Houlemard, Jr.
Executive Officer



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

Base Reuse Plan & Reassessment

Reassessment

To date, approximately 22%* of the Fort Ord reuse program envisioned in the 1997 Base Reuse Plan (BRP) has actually occurred. Throughout 2012, FORA conducted a comprehensive reassessment of its 1997 BRP. The reassessment process sought to evaluate progress to date toward implementing the BRP, and to explore policy options related to current and future local and regional needs. FORA worked with experienced, locally based land-use consulting firm EMC Planning Group, Inc. to structure and carry out the reassessment.

Extensive public engagement was a key element of the reassessment effort. In conjunction with local land-use jurisdictions and the Ventana Chapter of the Sierra Club, FORA held a series of five community workshops in May and June 2012 for the initial scoping phase of the process. The FORA Board held study sessions in August and October 2012 to receive additional Board member and public input on the Draft Reassessment Scoping Report and Draft Reassessment Report. In December 2012, the FORA Board formally received the Final Reassessment Report.

The Reassessment Report identified a “menu” of policy options and potential BRP modifications for the Board’s consideration. The report grouped its main findings into five categories, as follows, and explored a range of policy topics and options related to each of them.

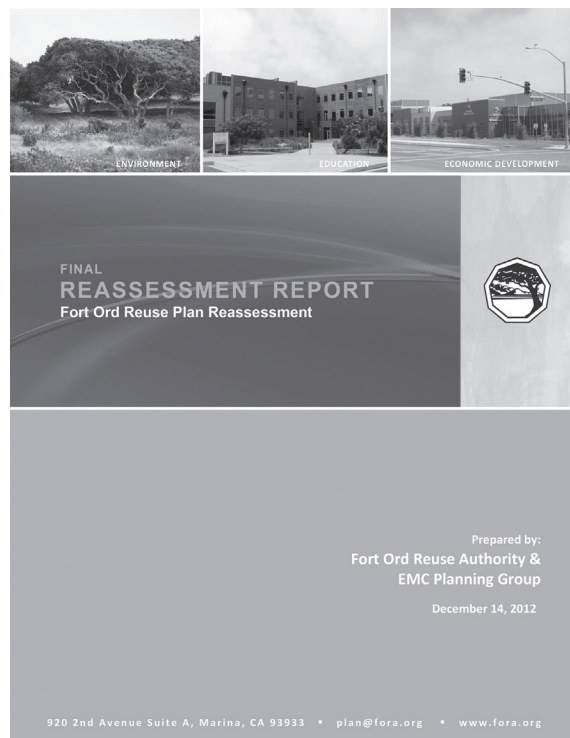
- I. Modifications and Corrections (typographical and editorial errors, outdated references in the BRP, and minor clarifications);
- II. Prior Board Actions and Regional Plan Consistency;
- III. Implementation of Policies and Programs;
- IV. Policy and Program Modifications; and
- V. FORA Procedures and Operations.

The final report is available on FORA’s web site:
www.fora.org/BRPReassessment.html

Post-Reassessment

In February and March 2013, FORA held the first two of three “Post-Reassessment” Board workshops to establish priorities for policy action items. To further that objective, FORA Board Chairman Jerry Edelen appointed a Post-Reassessment Advisory Committee (PRAC) at the March 2013 workshop. The PRAC, composed of seven Board members and focusing primarily on Category I and Category IV issues, was formed to develop a balanced and manageable set of policy priority recommendations for the Board’s consideration. The PRAC held its sixth meeting in late-June and presented its recommendations for near-term (Fiscal Year 2013-2014) priorities at the Board’s June meeting.

On May 17, 2013, the Northern California Chapter of the American Planning Association recognized the 2012 Reassessment Report with an Award of Merit for Best Planning Practices.



*Source: MCWD 10-Year Annual Consumption Report By Land Use Jurisdiction – Summary/Detail dated 4/8/2013. 2012 water consumption on former Fort Ord was 2,004 AFY. Out of a total of 9,000 AFY in existing and future water resources for former Fort Ord (6,600 AFY in Salinas Valley Groundwater plus 2,400 AFY in augmented water supply), the 2,004 AFY consumption figure represents approximately 22% of the total anticipated water supply.

Base Reuse Plan Implementation

Consistency Determinations

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

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

During FY 2012-2013, FORA completed two development entitlements and one legislative land use decision consistency determination, concurring with the underlying jurisdiction's consistency determination findings. At the July 13, 2013 FORA Board meeting, staff provided analysis supporting the Executive Officer's concurrence in the City of Marina's development entitlement consistency determination finding for the Rockrose Gardens Assisted Living Project, an approximately 14,000-square foot facility. Similarly, at the December 14, 2012 FORA Board meeting, staff provided analysis for making an affirmative development entitlement consistency determination for Marina's Veterans Affairs Monterey Health Care Center Project, an approximately 150,000-square foot facility. The Executive Officer's administrative decisions for each of these projects constituted the final FORA action since no appeals were made to the Board.

At its March 15, 2013 meeting, the FORA Board concurred in Seaside's consistency determination finding the Seaside Local Coastal Program consistent with the BRP.

DRMP Annual Reporting

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

Monitoring Transportation Improvements

Section 3.11.5.3(d) of the BRP notes that it is FORA's responsibility to work with the Transportation Agency for Monterey County (TAMC) to monitor current and projected traffic service levels on links identified as "on-site" and "off-site" segments in the BRP. TAMC, working with the Association of Monterey Bay Area Governments (AMBAG), completed the "2005 FORA Fee Reallocation Study," adopted by the FORA Board on April 8, 2005. Within this study, TAMC performed a comprehensive review of traffic service levels within "on-site," "off-site," and "regional" segments in the BRP and reallocated FORA's transportation mitigation funding. FORA continues to work with TAMC to monitor traffic service levels and notes that, in February 2013, the City of Marina completed a Traffic Impact Analysis as Appendix J to the Initial Study and Mitigated Negative Declaration for The Promontory at CSUMB Specific Plan.

Water Allocation Monitoring

Section 3.11.5.4(a) of the BRP notes that the FORA Board will be required to determine that a project is not consistent with the BRP if a project approved by the land use jurisdiction cannot be served by water supplied by the FORA water purveyor from the jurisdiction's allocation or by water imported to the former Fort Ord from another available water source. The two development entitlements submitted to FORA for consistency determination in FY 2012-13 demonstrated that they would not exceed the jurisdiction's groundwater allocation on former Fort Ord. Table 1 (following page) shows former Fort Ord Land Use Jurisdictions' groundwater allocations, suballocations, 2012 Consumption Amounts, Committed Amounts, and Remaining Amounts in Acre Feet per Year (AFY).

Table 1—Former Fort Ord Water Allocations

Ord Community Land Use Jurisdiction	SVGB Allocation (AFY)	Suballocations To	2012 Consumption Amount (AFY)	Committed Amt. (AFY)	Remaining Amt. (AFY)	Notes:
CSUMB	1,035		426	938	97	
		Campus Build-out projection to 2025	426	938		2007 Campus Master Plan FEIR
City of Del Rey Oaks	242.5		0	0	242.5	
		None	0	0		
City of Monterey	65		0	0	65	
		None	0	0		
County of Monterey	710		10	527.5	182.5	
		East Garrison 1	5	470		Allocation reso. 05-268
		MPC	0	52.5		Allocation
		Ord Market	5	5		Allocation
		Whispering Oaks	0	0		Allocated 93 AFY, then revoked with the GDP.
UCMBEST	230		3	3	227	
		UCMBEST Center	3	3		MCWD 10-year Annual Consumption Report (Consumption report)
City of Seaside	1,012.5		626	707.9	304.6	
		Sunbay Apts.	67	120		Allocation 10/23/2001 (FORA – Army MOA Amendment #1)
		Brostrom Park (Bayview)	61	84.8		Allocation 10/23/2001 (FORA – Army MOA Amendment #1)
		Seaside Highlands	153	168.5		Allocation reso. 02-07
		Seaside Resort	1	161.4		Allocation reso. 05-44
		Monterey College of Law	unknown	2.6		Allocation reso. 04-20
		MPC	unknown	9.7		Allocation reso 09-36
		MPUSD	79	79		Consumption report
		Chartwell School	unknown	6.4		Allocation reso. 05-26
		Main Gate	0	149		WSA totaled 207 AFY. Allocation of 149 AFY on 5/15/2008
		Bayonet/Black-horse Golf	265	0		Agreed on 4/1/10: 2,500 AF in exchange for 17 acre parcel; maximum 500 AFY (temporary)

Table 1—Former Fort Ord Water Allocations continued

Ord Community Land Use Jurisdiction	SVGB Allocation (AFY)	Suballocations To	2012 Consumption Amount (AFY)	Committed Amt. (AFY)	Remaining Amt. (AFY)	Notes:
City of Seaside, continued		American Youth Hostel	0	5.5		Agreed on 12/15/2007: Joint Seaside City Council/RDA meeting - Army-Seaside land exchange
U.S. Army	1,582		669	669	913	Consumption
		None	669	669		
Cal. Dept. of Parks and Rec.	39.5		0	0	39.5	
		None	0	0		
City of Marina	1,325		264	1,274.4	51	
		Abrams Park	78	78		Consumption report
		Cypress Knolls	0	156.1		Allocation 11/8/2006
		Marina Heights	9	292.4		Allocation 3/3/2004
		Preston Park	109	109		Consumption report
		MPUSD	4	4		Consumption report
		Dunes on Monterey Bay	34	593		Allocation 5/31/2005
		Rockrose Gardens	0	4.9		Allocation 6/9/2011
		Airport	5	5		Consumption report
		MPC	unknown	7		Allocation 2/6/2007
		Other existing	25	25		Consumption report
Marina Sphere	10		0	0	10	
		None	0	0		
Reserved to cover line loss	348.5			348.5		
Total GW:	6,600		1,998	4,468	2,132	

Sources: FORA 2012, Marina Coast Water District 2013

Notes:

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

“Suballocations To” means FORA agency’s allocation of its water rights to a specific project or projects, or tracking of 2011 consumption data when no project allocation exists.

“Committed amount (AFY)” means project suballocation, when it exists, or 2011 consumption data when no project allocation exists. Bayonent/Blackhorse Golf Courses water

consumption is not counted (temporarily) as a committed amount since MCWD delivery of recycled water will replace this consumption in the near-term. According to the 4/1/10 MCWD-Seaside agreement, MCWD will provide 2,500 AF of potable or recycled water to the golf courses in exchange for a 17-acre parcel; maximum annual water consumption is 500 AFY.

Residential Unit and Population Monitoring

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

Table 2—Current former Fort Ord Population Estimate

Category	Units	Occu- pancy /Unit	Popula- tion
POM Annex	1,590	2.6	4,134
CSUMB	1,253	2	2,506
East Garrison	65	2.6	169
Seaside Highlands	380	2.6	988
Seaside Resort	3	2.6	8
Preston Park	352	2.6	915
Abrams B	192	2.6	499
Housing Authority	56	2.6	146
Shelter Outreach Plus	39	2.6	101
Veterans Transition Center	13	2.6	34
Interim Inc	11	2.6	29
Sunbay	297	2.6	772
Bayview	225	2.6	585
Estimated Subtotal:	4,476		10,886
CSUMB beds			1,832
Estimated Total:			12,718

Table 3—Projected 2014 former Fort Ord Population Estimate

Category	Units	Occu- pancy /Unit	Popula- tion
POM Annex	1,590	2.6	4,134
CSUMB	1,253	2	2,506
East Garrison	126	2.6	328
Seaside Highlands	380	2.6	988
Seaside Resort	4	2.6	10
Preston Park	352	2.6	915
Abrams B	192	2.6	499
Housing Authority	56	2.6	146
Shelter Outreach Plus	39	2.6	101
Veterans Transition Center	13	2.6	34
Interim Inc	11	2.6	29
Sunbay	297	2.6	772
Bayview	225	2.6	585
Estimated Subtotal:	4,538		11,047
CSUMB beds			1,832
Estimated Total:			12,879

Job Creation Monitoring

Section 3.11.5.4(c) of the BRP provides that FORA will incorporate job creation reports into its annual report. During FY 12-13, FORA completed a job survey, which estimates a total of 3,306 full time jobs and 1,591 part time jobs on former Fort Ord. Table 4 (following page) shows the job survey results. With the assumption that two part time jobs is roughly equal to 1 full time job, there are an estimated 4,101 equivalent full time jobs on former Fort Ord. With a current estimate of 4,476 residential units, the estimated jobs/housing balance at former Fort Ord is 0.92 jobs/dwelling unit. Page 92 of the BRP, projects an overall jobs/household ratio of 2.06 for the plan.

Based on the development entitlements receiving consistency determinations in FY 12-13 (Rockrose Gardens Assisted Living and Veterans Affairs Monterey Health Care Center), it is anticipated that approximately 300 new jobs will be generated within the next two years.

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

Employer	FT	PT	Students/ Vols
Alliance residential	38		
Arcadis	50	4	
BLM	11	1	
Builders Exchange		2	
California Dept. Of Parks and Rec.		30	
Chartwell School	26	12	80
Christine Marie's Star Riders (2006, volun- teers only)			30
Creegan & D'Angelo		2	
CSUMB	655	1083	5485
Defense Manpower Data Center	711		
DLI Staff	690		
Don Chapin batch plant on CSUMB	5		
East Garrison		117	
FORA	14	1	2
Goodwill Industries (Shoreline)	2	4	
Homeless Coalition	2		
Interim, Inc. Shelter Cove, Sandy Shores	7	8	
Las Animas, concrete	11	4	
Marina Airport	2		
Marina Coast Water District	33		3
Marina Community Partners	5		
Marina Dunes shopping center	501		

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

(Base Reuse Plan Implementation continued)

Water Supply, Use, Quality, and Yield Monitoring

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

Public Services Monitoring

Under section 3.11.5.5 of the BRP, if a project approved by a land use jurisdiction does not meet FORA's level-of-service standards, the FORA Board is required to determine that the project is not consistent with the BRP. FORA staff reviewed the development entitlement consistency determinations in FY 12-13, and determined that both met level-of-service standards.

CIP Conformance Monitoring

Under section 3.11.5.6 of the BRP, if a project approved by a land use jurisdiction cannot be served by adequate infrastructure, the FORA Board is required to determine that the project is not consistent with the BRP. FORA staff reviewed the development entitlement consistency determinations in FY 12-13, and determined that both could be served by adequate infrastructure.

Capital Improvement Program



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

OVERVIEW

The FORA Capital Improvement Program (CIP) is required under the California Environmental Quality Act (CEQA) and mitigates the impacts of development allowed in the Base Reuse Plan. It originated from the 1997 Appendix B of the Base Reuse Plan – the Public Facilities Improvement Plan (PFIP). The PFIP identified necessary improvements to the utility systems and infrastructure in place when Fort Ord closed. As an Army base, most things were not built to City or County standards. Additionally, some of the utility systems are decades old and virtually obsolete. The PFIP defined several categories – *elements* – of improvements required to allow redevelopment of the fort: 1) Transportation/Transit; 2) Water Augmentation; 3) Storm Drainage System; 4) Habitat Management; 5) Fire-Fighting Enhancement; and, 6) Water and Wastewater Collection Systems. The projects defined in the PFIP *support* reuse of the base and *mitigate* environmental impacts resulting from redevelopment. The PFIP additionally outlined anticipated project costs, and allocated those costs based on the project beneficiaries and percentage of benefit received.

There is a need to annually review and update the CIP to ensure that project costs keep pace with inflation, and project timing and funding are in sync with redevelopment planning. To begin the review process, FORA staff works with the

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

The CIP includes *contingency* categories of funding. These contingencies allow for future, unidentified projects the Board can assign to support redevelopment and equity between the LUJs. Previously, contingency funding has been applied toward: 1) completing construction projects when the anticipated cost was less than actual construction costs; 2) a voluntary contribution toward the water and wastewater collection systems to help control the cost of water connection fees; and, 3) construction of *basewide* versus *in-tract* improvements associated with transportation projects. Future funding is expected to be applied toward the restoration of percolation ponds in the Fort Ord Dunes State Park, property management and caretaker costs, and other unforeseen circumstances.

(Capital Improvement Program continued)

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

1) Transportation/Transit

Transportation and Transit projects were assigned by the Transportation Agency for Monterey County (TAMC), working with Monterey-Salinas Transit (MST). TAMC also assigned FORA a percentage of the project costs, with some projects co-funded by other agencies, like TAMC or CalTrans. Partial project funding presented a problem when FORA was ready to move forward with a project and the co-funding agency was not. This, along with the fact that some projects listed in the PFIP were no longer proposed by the Cities of Marina and Seaside, prompted a *reassessment* of FORA's transportation obligations. TAMC worked with the Association of Monterey Bay Area Governments and FORA to analyze the transportation network and FORA's assigned percentage of project cost. This analysis resulted in the FORA Fee Reallocation Study, adopted by the FORA Board in April 2005. FORA's total funding obligation remained the same, but *on-site* former Fort Ord projects were assigned 100% FORA funding responsibility while *off-site* and *regional* projects were assigned a lower percentage of shared responsibility.

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

- a) **Roadway Improvements** – Safety improvements at various locations when the base was opened to public access, including: 1) replacement striping and weed abatement along South Boundary Road, Coe Avenue, Imjin Road and 2nd Avenue; 2) installation of bicycle shoulders and street lighting on Inter-Garrison Road; and, 3) pavement overlays on Imjin Road into the Marina Municipal Airport and Reservation Road from Imjin to Blanco. These projects were funded through a \$5.2M grant from the US Department of Commerce, Economic Development Administration (EDA).
- b) **North-South Road at Highway 218** – The intersection of North-South Road (General Jim Moore Boulevard) and Highway 218 (Canyon Del Rey Boulevard) was widened, signalized and opened to traffic. This project was funded through a \$1M EDA grant.
- c) **North-South Road** – Realignment of North-South Road (General Jim Moore Boulevard) from Light Fighter Drive to 4th Avenue on the CSUMB campus. The \$1M grant noted above also funded this project.
- d) **MBEST, University & Research Drives** – Construction of MBEST, University and Research Drives to create a street system for the UC-MBEST Center. This project

produced 7 ½ lane miles of new roadway and included the installation of communication ducts and storm drains. A \$2.1M EDA grant funded this project.

- e) **California Avenue** – Construction of California Avenue from Reindollar Avenue in the City of Marina to Imjin Parkway, creating a “connection” between Marina proper and Marina's extended city limits on the former Fort Ord. This project produced 1 lane mile of new roadway and bicycle lanes, native landscaping and a sound wall, and was funded through a \$2M EDA grant.
- f) **Rancho Saucito Road** – Construction of Rancho Saucito Road in the City of Monterey, connecting Ryan Ranch Road to South Boundary Road, creating a “connection” between the existing boundaries of Monterey and Del Rey Oaks and their extended city limits on the former Fort Ord. This project included 1 lane mile of new roadway and was constructed with the EDA grant funds noted above.
- g) **South Boundary Overlay** – With remaining EDA grant funds from the California Avenue/ Rancho Saucito Road project, South Boundary Road (from Rancho Saucito Road to General Jim Moore Boulevard) received a pavement overlay and fresh striping.
- h) **MBEST & University Drive** – The connection and opening of the intersection of MBEST & University Drives with Blanco Road.
- i) **Reservation, Blanco & Imjin Roads** – Roadway and intersection widening, signalization, pavement overlay, fresh striping, and installation of a separated bike path along Reservation Road to Imjin Parkway. The bike path was funded by a grant from the Monterey Bay Unified Air Pollution Control District and the roadway projects were funded by a \$9.8M EDA grant, which also funded other projects noted below.
- j) **Imjin Parkway** – Construction of Imjin Parkway (realignment of 12th Street) from Imjin Road to the intersection of 2nd Avenue. This project included 10 lane miles of new roadway, bike lanes, separated bike paths, two signalized intersections and the installation and relocation of utilities. The \$9.8M EDA grant noted above funded this construction project. In 2003, FORA received a TAMC *Transportation Excellence Award* for Imjin Parkway.
- k) **2nd Avenue & Imjin Parkway Completion** – Construction of the remainder of Imjin Parkway from 2nd Avenue to Highway 1, including the new Highway 1 North off-ramp. Upgrade and widening of 2nd Avenue from Imjin Parkway to Light Fighter Drive, including

street and signal lights. This project produced 10 lane miles and was funded through a \$3.9M EDA grant.

- l) 2nd Avenue Completion** – Installation of telecommunications conduits, irrigation and landscaping, and bike lane striping to complete 2nd Avenue construction. This project utilized remaining EDA grant funds.

m) General Jim Moore Boulevard (GJMB) Phases I through VI – Produced 22 total lane miles

- 1) GJMB Phase I – Grading and earthwork of GJMB, from Ardennes Road to McClure Drive, in preparation for Phase II. This project included the installation of utilities and utilized remaining EDA grant funds.
- 2) GJMB Phase II – Construction of new lanes on GJMB from Ardennes Road to McClure Drive, including the installation of bike lanes and bus stops.
- 3) GJMB Phase III – Construction of additional lanes on GJMB from McClure Drive to Coe Avenue, including realignment of the Coe Avenue intersection. This project included the installation of street lights, bike lanes, bus stops and utilities.
- 4) GJMB Phase IV – Grading for the realignment of GJMB from Coe Avenue to just north of the Del Rey Oaks city limit. This project included constructing an intersection at Eucalyptus Road (**Eucalyptus Road Phase I**), and the installation of water, recycled water, wastewater, and telecommunication lines. A \$6.4M EDA American Recovery & Reinvestment Act grant funded GJMB Phases IV through VI.
- 5) GJMB V – Construction of newly realigned GJMB from Coe Avenue to just north of the Del Rey Oaks city limits. This project included the installation of bike lanes, sidewalks and bus stops. **Eucalyptus Road Phase II** was a component of this project and included the grading and paving of Eucalyptus Road from GJMB to just short of Parker Flats Road. Provided support of the Aquifer Storage & Recovery Water Project in the Seaside Basin as well.
- 6) GJMB & Eucalyptus Road Completion – Street and signal light installation on GJMB, opening the intersections of GJMB with San Pablo, Broadway and Hilby Avenues, and landscaping. Construction of **Eucalyptus Road**, including street lights and erosion control, from GJMB to just short of Parker Flats Road.

In total, over \$34M in grant funding has been used to construct over \$75M in transportation improvements and approximately 50 lane miles of new or refurbished roadways and bike lanes. FORA worked with Marina Coast Water District (MCWD) so they could install water and wastewater facilities in conjunction with FORA's construction projects. This cooperative approach allowed MCWD to experience significant savings while installing approximately 14.5 miles of potable water pipeline and 10 miles of recycled water pipeline.

Transit

FORA's obligation to Transit is intended to fund MST's purchase or replacement of transit vehicles and construction of an intermodal center. Additionally, the BRP envisioned a "multi-modal corridor" which was originally thought to be light rail along Imjin Parkway and Blanco Road, providing transit services between the Peninsula and Salinas. However, long range planning by TAMC and MST does not include light rail services. After a series of stakeholder meetings, an alternative option was identified – an MST "Bus-Rapid-Transit" line along Inter-Garrison, Reservation and Davis Roads. This option had the added benefit of being more environmentally sensitive, since the original corridor alignment was planned through University of California habitat preserves. The FORA Board rescinded that original alignment and designated the new alignment in December 2010.

2012/2013 Activity

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

Looking Ahead

For the proposed FY 2013/14 CIP, transportation and transit projects were pushed out by one or more years because FORA did not receive \$8,637,000 in development fees that the LUJs forecasted would be collected. Lower fee collection also resulted in annual funding amounts being spread

(Capital Improvement Program continued)

differently to accommodate a shorter amount of time available to accomplish the program (6 years in FY 13/14 instead of 7 years in FY 12/13). The Board received presentations on the draft FY 2013/14 CIP at their May, June and July 2013 meetings, and further consideration/adoption is scheduled for August.

FORA staff anticipates that, once Board adopted, the projects in the FY 2013/14 CIP can move ahead on schedule. However, that schedule is contingent on sufficient fee collection and finalization of the HCP. Once the HCP is finalized, FORA will make an application for EDA grant funds to complete General Jim Moore Boulevard and construct the South Boundary Road upgrade.

2) Water Augmentation

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

FORA contracted with MCWD to develop a water augmentation program. Following a comprehensive two-year process of evaluating viable water augmentation options, in October 2004 the MCWD Board of Directors certified a program level Environmental Impact Report (EIR) analyzing three potential projects. The projects included desalination, recycled water and a “hybrid” approach (containing components of both desalination and recycled water projects). In June 2005, MCWD staff and consultants, working with FORA staff and Administrative Committee, recommended the hybrid project to the FORA and MCWD Boards of Directors.

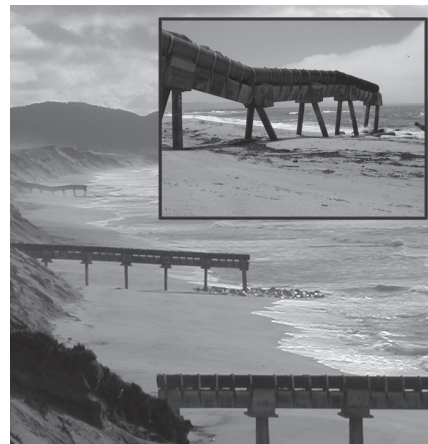
Following those approvals, several factors caused reconsideration of the water augmentation program: 1) increased project costs as designs were refined; 2) MCWD and Monterey Regional Water Pollution Control Agency (MRWPCA) negotiations regarding the recycled component of the project were not accomplished;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

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

At their April 2008 meeting, the FORA Board endorsed the Regional Plan as the preferred plan to deliver 2,400 AFY of augmenting water. The State Public Utilities Commission designated the Regional Plan as the preferred environmental alternative and an *agreement in principal to proceed* was entered into by Cal-Am, MCWD and MRWPCA. This agreement is unlikely to proceed under the present circumstances. MCWD is still contractually obligated to provide an augmented water source for the former Fort Ord, distinct from the Regional Project. The proposed CIP defaults to the prior Board approved “hybrid” project that MCWD has already performed CEQA for and is contractually required to implement.

Looking Ahead

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



Under its contract with FORA, MCWD is carefully monitoring proposed projects of other agencies where such projects may have the potential to affect the Ord Community's access to various forms of water. MCWD says it will take prudent steps to ensure its con-

tinuing ability to meet the water and wastewater collection needs of the Ord Community.

3) Storm Drainage System

Another CEQA obligation established by the BRP was the need to eliminate the disposal of storm water runoff from the former Fort Ord into the Monterey Bay National Marine Sanctuary. Additionally, the Final Environmental Im-

Impact Report (FEIR) for the BRP specifically addressed the need to remove four storm water outfalls that were discharging storm water runoff into the Sanctuary, creating canyon-like erosion within the Fort Ord Dunes State Beach. The outfalls were originally built below the surface of the dunes, travelling from the former Fort Ord underneath Highway 1.



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

In 1999, FORA received an EDA planning grant for the removal of the outfalls and creation of storm water retention basins. Following the planning grant, in 2001 FORA and the

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

Looking Ahead

In the future, redevelopment of the former Fort Ord will require individual projects to capture storm water runoff on-site. The alternative disposal system constructed with the EDA grant will become obsolete. An agreement with the California Department of State Parks is in place to remove the alternative disposal system and restore the dunes to their natural state. Since the timing and the cost of this future work is unknown, it is presented as a CIP contingency.

4) Habitat Management

For the complete report, please refer to Page 25.

5) Fire-Fighting Enhancement

The BRP originally identified a need for a fire station to monitor and control fires on the former Fort Ord and assigned a \$1.1M price tag to this obligation. After several FORA Admin-



istrative Committee meetings in FY 2000/01, in November 2001 FORA staff suggested a sub-committee be formed to study how the \$1.1M could be best used for fire-fighting enhancement. FORA staff met with a group of area fire chiefs, public works directors and city managers who determined that purchasing new 4x4 fire-fighting apparatus for existing fire departments would better serve anticipated redevelopment and wild-land areas of the former Fort Ord. In July 2003, the FORA Board authorized the lease-purchase of five pieces of fire-fighting equipment, including four fire engines, one each for fire departments in the cities of Marina, Seaside, Monterey and the Ord Military Community, and one fire tender for the Salinas Rural Fire Department.



(Capital Improvement Program continued)

Lease payments on the equipment began July 2004, with the final payment scheduled for July 2014, concluding FORA's BRP obligation to enhance fire-fighting capabilities on the former Fort Ord.

6) Building Removal

For the complete report, please refer to Page 22.

7) Water and Wastewater Collection Systems

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

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

In 2005, a MCWD rate study projected the need for increased capacity charges to fund improvements or expansion of the water and wastewater collection systems. The FORA Board voted to *voluntarily* contribute an additional \$17M toward system improvements to avert additional burden on rate payers and keep capacity charges in check. That amount has been inflated to \$21,655,302 and is reflected in the CIP as a "voluntary contribution." MCWD is currently processing an updated rate study which will be presented to the FORA Board as a part of their annual Ord Community Budget review.

FY 2012-2013 Activity

Highlights from the FY 2012-2013 CIP year within MCWD's Ord Community service area include:

- Well 34 and Watkins Gate Well – Two new municipal water supply wells have been installed further inland to reduce the District's reliance on its coastal wells. The well locations were selected to decrease the impact that seawater intrusion will have on MCWD's water supply now and in the future. Well 34 replaced an Army-installed well and the Watkins Gate Well is a new facility. Both wells have a capacity of 2,000-gpm (gallons per minute).
- East Garrison Projects – The East Garrison development included two successfully implemented capital improvement projects. The East Garrison Lift Station (for sanitary sewer service) was placed in-service in April 2013. New pumps, man-holes, electrical supply, and yard-piping were all installed and should serve the development for several years before additional up-grades are needed. Additionally, a Pressure Reducing Valve (PRV) was installed in the Intergarrison Road alignment which will provide increased potable water pressure control to East Garrison customers.
- SCADA Improvements – While commonly an unsung feature of municipal water and wastewater infrastructure systems, a Supervisory Control and Data Acquisition (SCADA) system is key to providing a high level-of-service. SCADA provides real time data and notification of individual components of the District's water and wastewater systems which allows for timely preventative maintenance and repairs.
- In FY 2012-2013, MCWD improved the radio communications between remote sites and the SCADA control room such that communications failures dropped off significantly, freeing up more staff time for operational and maintenance related items. The improved reliability of the SCADA system today will bear fruit for many long years to come. Additional sites need similar replacement to achieve the same level of service and reliability.

Looking Ahead

The upcoming FY 2013-14 CIP is beginning to take shape:

- Well 30 Pump Replacement – MCWD Operations & Maintenance personnel identified the failing well

during FY 2012-13. The proposed CIP includes replacing the well pumps and rehabbing the well casing.

- **Clark Lift Station Replacement** – This project is currently in design review and bid document preparation phase. This is a very old sanitary sewer lift station that will be replaced in its entirety. The site will be modernized to include a back-up power generator.
- **Design of the A1 Tank and B&C Booster Pump Station** – The most critical project in this year’s budget will provide A-zone storage to combat a fire event in the already redeveloped portions of Fort Ord and Central Marina. In addition, the existing B&C-zone Booster Pump Station (BPS) is beyond its planned service life. The A Tank will feed water to the new BPS, so constructing both concurrently is an efficient use of resources. The FY 2013-14 CIP includes the design of these new facilities. The location of the facilities has yet to be determined and MCWD is working closely with CSUMB on a final site. The cost of this project will be shared between both the Ord Community and Central Marina water cost centers because of its benefit to both service areas.
- **East Garrison Lift Station Site Upgrades** - Two components of the site are scheduled for installation during this fiscal year - a back-up power generator and an odor-control system. District staff will monitor the site to determine if the odor control system is required.
- **Preparing Master Plans** – The MCWD Board has directed staff to prepare updates to the District’s Master Plans for the Water and Sewer Collection systems. Master Plans are typically updated every five years. The last Master Plans for MCWD were completed in 2006. The cost for these Master Plans will be shared by the appropriate Ord Community and Central Marina cost centers.
- **Urban Water Augmentation Project** – The recycled water element of the Augmentation Project will have its Master Plan updated during the upcoming fiscal year. District staff is working closely with the MCWD Board to identify and begin implementation of projects that will bring new water sources to provide for the redevelopment of the former Fort Ord (through the Base Reuse Plan and MCWD’s Agreement with

FORA). Resources are considered within the upcoming fiscal year to take steps toward achieving the objectives of the Urban Water Augmentation Project.

8) Property Management and Caretaker Costs

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

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

Environmental Services Cooperative Agreement

In Spring 2005, the U.S. Army and FORA entered into negotiations to execute an Army-funded Environmental Services Cooperative Agreement (ESCA) providing funding for Munitions and Explosives of Concern (MEC) Remediation and the transfer of 3,340 acres of former Fort Ord prior to regulatory environmental sign-off. In early 2007, the Army awarded FORA approximately \$100M to perform MEC cleanup on the ESCA parcels. The ESCA grant provides funds to remove MEC on the remaining former Fort Ord Economic Development Conveyance property.

FORA also entered into an Administrative Order on Consent (AOC) with the EPA and California Department of Toxic Substance Control (DTSC), defining conditions under which FORA assumes responsibility for the Army remediation of the ESCA parcels. In order to complete the AOC work, FORA entered into a Remediation Services Agreement (RSA) with LFR Inc. (now ARCADIS) to provide MEC remediation services and regulatory compliance requirements. FORA, like the Army, must meet EPA and the DTSC standards for MEC cleanup, which will take about seven years — less time than anticipated under the former Army program.

FORA received the ESCA Grant and property after U.S. Environmental Protection Agency (EPA) approval and concurrence by the Governor of California. In August 2008, the Governor concurred in the transfer of the ESCA parcels under a Finding of Suitability for Early Transfer. On May 8, 2009 the ESCA property was transferred to FORA ownership until MEC remediation is complete.

FORA and ARCADIS executed a cost-cap insurance policy to guarantee funding the remediation work to completion through American International Insurance Group (AIG) for \$82.1M. AIG provides insurance up to \$128M to address additional work for both known and unknown site conditions, if needed. That means there are funds in place to assure that the remediation work is completed to the satisfaction of the Regulators (EPA and DTSC). AIG is responsible to assure that ARCADIS completes the full scope of their



The Sand Gilia making a comeback.

contract. By assuring that adequate upfront funds are available, the ESCA cleanup is not subject to the annual congressional appropriations process (including sequestration).

The ESCA allows FORA, acting as the Army's contractor, to address safety issues resulting from previous munitions training operations conducted at the former Fort Ord. This provides for the ESCA to successfully address three major cleanup concerns: 1) potential fluctuation of yearly appropriation of federal funding; 2) state and federal regulatory questions about previous actions; and, 3) FORA's desire to reduce continuing risk to individuals accessing the site.

Progress to date reported as percentages of ESCA acreage:

- ***35% – Regulatory Site Closure Completed***
- ***65% – Project / Regulatory Documentation in Progress***
- ***100% known MEC Field Work Completed***

From the beginning of the ESCA, FORA worked with community groups dedicated to hiking, biking, running and equestrian activities on the former Fort Ord to address safe access through ESCA properties to the adjacent recreational trails on Bureau of Land Management property. This group quickly

became known as the Fort Ord Users Working Group, meeting monthly to assist FORA and the jurisdictions' emergency service providers in reaching out to the public about signage and safety requirements on ESCA property, reporting illegal dumping on former Fort Ord, and curtailing illegal activities in the former Fort Ord back-country.

(ESCA continued)

The FORA ESCA Remediation team has been active in nearly 2,300 outreach activities in six years – feature articles, newsletters, events, community organization one-on-one meetings, orientation sessions and workshops designed to update public entities and community members about the ESCA documentation and fieldwork.

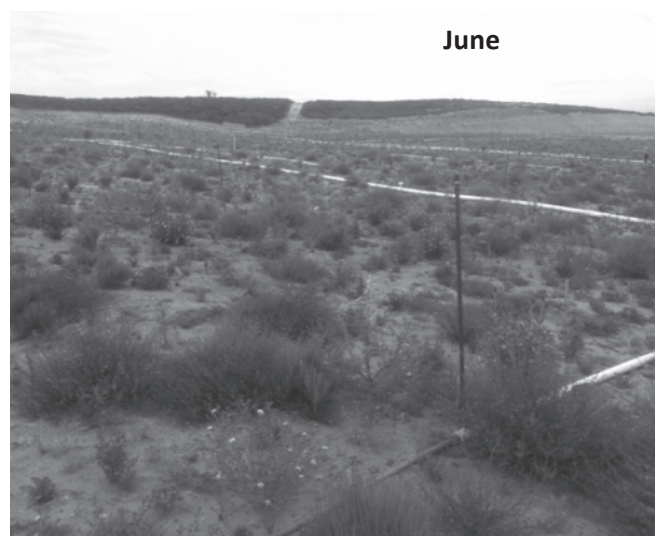
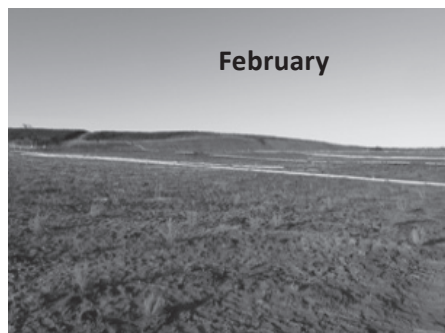
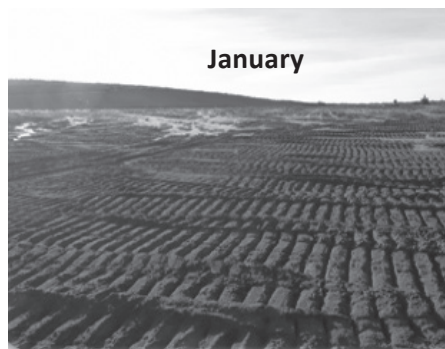
ESCA Remediation Program (ESCA RP) progress to date reported as percentages of ESCA acreage:

- 35% – Regulatory Site Closure Completed
- 65% – Project/Regulatory Documentation in Progress
- 100% – known MEC Field Work Completed

(The Regulators are reviewing the ESCA field work data and will determine if additional field work is needed.)

The fact that property has regulatory approvals does not dictate the end use of that property. The level to which the property is cleaned does not require that the jurisdictions establish their land use at a corresponding level. If cleaned to Sensitive Use, the jurisdictions can then utilize the remediated property for a variety of uses, in accordance with their City codes and ordinances. FORA makes recommendations about the MEC remediation work to be performed, but it does not approve that work. Remediation decisions are the responsibility of the Army and the Regulators.

For more information, please visit the ESCA website at: <http://www.fora-esca-rp.com>



Habitat Restoration: Implementation 2013

Building Removal Program to Date

FORA Pilot Deconstruction Project (PDP) 1996

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

Lessons learned from the FORA PDP project:

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

FORA Survey for Hidden Asbestos 1997

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



World War II era wood buildings on C-DAC Hill.

The survey for hidden asbestos showed:

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

(Building Removal continued)

ized, or reduced to powder by the forces expected to act on the material in the course of deconstruction.

FORA Hierarchy of Building Reuse 1998

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

1. Reuse of buildings in place.
2. Relocation of buildings.
3. Deconstruction and salvage of building materials.
4. Deconstruction with aggressive recycling of building materials.

FORA Request for Qualifications (RFQ) for Building Deconstruction Contractors 1998

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

FORA Lead-Based Paint (LBP) Remediation Demonstration Project 1999

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

The former FORA Compound and Water City Roller Hockey Rink were used as living laboratories to test the application of LBP encapsulating products. Local painting contractors were trained to apply various encapsulating products and the ease, effectiveness and expected product life was

evaluated. This information was shared with the jurisdictions, other base closure communities and the regulatory agencies so that they could use the lessons learned if reusing portions of their World War II (WWII) era building stock.

FORA Waste Characterization Protocol 2001

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

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

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

FORA Building Removal for 12th St./Imjin Parkway 2002

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

FORA Building Removal for 2nd Avenue Widening 2003

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

***Hazardous material
abatement accounts for
almost 50 percent of building
deconstruction costs***

FORA/CSUMB oversight Private Material Recovery Facility Project 2004

In 2004, FORA worked with California State University Monterey Bay (CSUMB) to oversee a private-sector pilot Material Recovery Facility (MRF), with the goal of salvaging and reusing LBP covered wood from 14 WWII era buildings. FORA collaborated in the development of this project

(Building Removal continued)

by sharing its research on building deconstruction and LBP abatement. CSUMB and their private-sector partner hoped to create value added products such as wood flooring that could be sold to offset deconstruction costs. Unfortunately the MRF operator and equipment proved to be unreliable and the LBP could not be fully removed from the wood or was cost prohibitive.

The Dunes WWII Building Removal 2005

FORA, in partnership with Marina and Marina Community Partners, removed 406 WWII era buildings in the Dunes on Monterey Bay project area. Ninety percent of the non-hazardous materials from these buildings were recycled. FORA volunteered to be the Hazardous Waste Generator instead of Marina and interceded to work with the California Department of Toxic Substance Control (CDTSC), the State Board of Equalization and the hazardous waste disposal facility so that as stipulated by state law, State Hazardous Waste Generator taxes could be avoided.

East Garrison Building Removal 2006 thru 2007

In 2006, FORA provided the East Garrison developer with credits/funds to remove 31 select WWII era and other buildings from the East Garrison specific plan area.

Imjin Office Park Building Removal 2007

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

FORA Removal of Building 4470 in Seaside 2011

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

FORA/CSUMB Korean War Concrete Building Removal Business Plan Grant Application 2012

In 2011, FORA approached the U.S. Office of Economic Adjustment (OEA) about the possibility of applying for grant funds to assist in the removal of Korean War era concrete buildings located on CSUMB and Seaside property. The OEA was receptive to the idea and encouraged an applica-

tion, noting that the amount available would likely be less than \$500,000. Since a large portion of the Korean War era concrete buildings are located on CSUMB property, FORA asked CSUMB to co-apply for the grant funds, which would be used to accurately identify hazardous materials in the buildings both on CSUMB and Seaside property, and to develop a Business Plan that would harness market forces to reduce building removal costs and drive economically sound building removal decisions. FORA and CSUMB have completed the grant application and submitted it to the OEA, who will consider it once federal funding becomes available.

Continuing FORA support for CSUMB Building Removal Projects

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

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

FORA will coordinate with the jurisdictions, their developers, the universities and the Army to collect information on the status of their building removal efforts.

Habitat Management Plan

The BRP Appendix A, Volume 2 contains the Draft Habitat Management Program (HMP) Implementing/Management Agreement. This Management Agreement defines the respective rights and obligations of FORA, its member agencies, California State University and the University of California with respect to implementation of the HMP. Although this 1996 HMP Implementing/Management Agreement was never approved, for the HMP to be implemented and to allow FORA and its member agencies to meet the requirements of the Endangered Species Act, the California Endangered Species Act, and other statutes, the US Fish & Wildlife Service (USFWS) and the California Department of Fish & Wildlife (CDFW) must approve the Fort Ord Habitat Conservation Plan (HCP) and its associated agreements (including a revised Implementing Agreement).

The HCP provides the framework for ensuring conservation and enhancement of 19 special status plant and animal species (HCP species) and the natural communities that support them on former Fort Ord that contribute to species recovery. The HCP will serve as the basis for issuance of a base-wide Section 2081 (California Endangered Species Act [CESA]) incidental take permit by the CDFW and also as the basis for issuance of a base-wide Section 10(a)(1)(B) (federal Endangered Species Act [ESA]) incidental take permit by the USFWS. The HCP incorporates all relevant information from the HMP issued by the U.S. Army Corps of Engineers (USACE) in April 1997, and supersedes it as the primary conservation planning document for non-federal recipients of Fort Ord lands.

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

The funding program is predicated on an earnings rate acceptable to USFWS and CDFW for endowments of this kind, and economies of scale provided by unified management of the Cooperative’s (the future HCP Joint Powers Authority)

habitat lands by qualified non-profit habitat managers. The Cooperative will consist of the following members: FORA, County of Monterey, City of Marina, City of Seaside, City of Del Rey Oaks, City of Monterey, State Parks, University of California (UC), CSUMB, Monterey Peninsula College (MPC), Monterey Peninsula Regional Park District, and MCWD. The Cooperative will hold the HCP endowments, except in the case of the UC endowment, and secure the services of appropriately experienced habitat manager(s) via a formal selection process. The Cooperative will control expenditure of the annual line items. FORA will fund the endowments, and the initial and capital costs, to the agreed upon levels.

FORA has provided upfront funding for management, planning, capital costs and HCP preparation. In addition, FORA has dedicated \$1 out of every \$4 collected in development fees to build to a total endowment of principal funds necessary to produce an annual income sufficient to carry out required habitat management responsibilities in perpetuity.

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

Based upon recent dictates by the regulatory agencies, habitat obligations are projected to be ± \$39.1M (see CIP Table 3 column ‘2005-13’ amount of \$5,654,084 plus column ‘2013-14 to Post FORA Total’ amount of \$33,437,419). As part of the FY 2010-11 FORA CIP Phase II Review process conducted

at the FORA Board’s April 8, 2011 direction, the CIP contingency was increased an additional amount to cover potential HCP short falls. USFWS and CDFW are the final arbiters as to what the final endowment amount will be, with input from FORA and its contractors/consultants. It includes line items for wild life conservation measures, weed abatement, vehicles, tools and personnel as well as monitoring and reporting. It is expected that the final endowment amount will be agreed upon in the upcoming fiscal year.

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

Property Transfer Report

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

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

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

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

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

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

EDC PROPERTY TRANSFER PROCESS DESCRIPTION:

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

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

(Property Transfer continued)

SIERRA CLUB AGREEMENT: JURISDICTIONS' DEED NOTIFICATIONS

Background:

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

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

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

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

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

Status of Deed Notification Compliance by Jurisdiction:

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

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

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

Parcel Database Search at:
<http://www.fortordcleanup.com/proptytrans/reuseplan-ning.asp>

Veterans Cemetery

Veterans in the Monterey Bay Region are not adequately served by the San Joaquin National Cemetery, which is currently the closest available Veterans Cemetery. The County of Monterey, City of Seaside, and FORA dedicated and transferred approximately 78 acres of former Fort Ord land to the State of California to establish the California Central Coast Veterans Cemetery (CCCVC)

The largest obstacle to building the cemetery has been obtaining the initial funding to complete plans and designs. The recent recession made funding efforts even more challenging. The CCCVC Foundation has committed more than \$200,000 and Senator Bill Monning has legislative support for up to \$1.5 million additional dollars to comprise most of the local funding support for the Veterans Cemetery.

In the past, FORA has taken a number of indirect steps to aid and support this worthy project. This current year FORA assisted in the completion of local documentation needed to transfer ownership of the dedicated parcels to the State of California for submission to the U.S. Department of Veteran Affairs in order to apply for grants to construct and operate the CCCVC. The application will be submitted this year.



Future site of the Central Coast Veterans Cemetery

Financials

FY 2012-13 Annual Budget

After the FY 12-13 Budget was reviewed by the FORA Finance Committee it was also reviewed by the FORA Executive Committee. Both committees recommended adoption, and the Annual Budget was adopted by the FORA Board on July 12, 2012. A proposed cost of living adjustment was not approved, and salary step advances for eligible employees were deferred to the mid-year budget for funding consideration. Office expenditure funding was reduced from FY 11-12 as several administrative projects (such as completing the set up and furnishing of the Community Information Center) were concluded and expense policies revised. Contractual services were increased as compared to FY 11-12 to account for Base Reuse Plan reassessment activities, legal services and HCP consulting requirements.

The Capital Improvement Program amounts were decreased as construction of General Jim Moore Boulevard and Euclalytus Road was finished in FY 11-12.

The mid-year budget, approved by the FORA Board in February 2013, included several adjustments. These were primarily tied to the reduction in projected land sale revenues as the approved budget included the sale of Preston Park – which did not occur due to legal challenge. In addition, legal fees were increased to cover unanticipated legal actions and scheduled salary step increases for eligible staff were resumed.

The following is the FY 12-13 mid-year budget summary:

Budget Revenues	\$8,949,379
Budgeted Expenditures	\$7,405,266
Excess Revenues over (under) Expenditures	\$1,544,113
Beginning Fund Balance (7-1-2012)	\$5,461,505
Ending Fund Balance (6-30-2013)	<u>\$7,005,618</u>

The complete FY 12-13 Budget is available on the FORA website: www.fora.org

FY 2012-13 Audits

Forensic Audit

A forensic audit requested by the FORA Board regarding business expense reimbursements was completed in November 2012 by the auditing firm RGL Forensics. The audit found no wrongdoing or criminal activity.

The audit was directed by the FORA Board in July in response to a claim filed against FORA in June by an outdoor recreational activist group. The Board appointed an Ad-hoc Board Committee to oversee the audit.

The auditors reviewed a number of FORA accounting documents to determine if any deviations from existing FORA reimbursement policies might have occurred. Documents reviewed include general ledger accounting data,

employee and Board member expense reimbursements, credit card and petty cash transactions, and payroll and check registers. The report offered a number of constructive policy recommendations that the FORA Board adopted regarding various procedures and practices including revisions to FORA’s Expense and Travel Reimbursement policies.

“The Forensic Audit was thorough and the FORA Board has taken the task of implementing the Audit recommendations very seriously,” said FORA Board Chairman Jerry Edelen. “The Fort Ord Reuse Authority remains committed to public service and aspires to excellence. The new policies are straightforward and lend themselves to improving FORA’s policies and practices.”

A copy of the forensic audit is posted on the FORA website at www.fora.org.

(Financials continued)

Annual Financial Audit

In August 2012, the FORA Board hired a new annual auditor Moss, Levy & Hartzheim (Auditor) to provide audit services for FORA. The first audit covered the fiscal year ending June 30, 2012 (FY 11-12). Prior to the audit, the Auditor met with the FORA Finance Committee and staff and the committee requested in depth review of the charges and complaints FORA received last year regarding its spending practices, and this was included in the analysis. The Auditor also reviewed the forensic audit mentioned herein/above and was provided full access to prior year audits and policies. The draft Audit Report was completed in mid-January and was presented to the Finance Committee on January 28, 2013. The Auditor also prepared a Management Report and Auditor's Communication Letter that included findings concerning FORA's internal control structure. The Auditor recommended six improvements; three were considered significant and are included in the Audit Report. FORA staff

concurred and provided responses that were accepted by the Auditor. The FORA Board accepted the FY 11-12 Audit Report on February 15, 2013.

The Auditor's letter expressed the opinion that, except for the effect, if any, of not having an actuarial study for other post-employment benefits as required by the Governmental Accounting Standards Board Statement No. 45, the financial statements present fairly, in all material respects, FORA's financial position as of June 30, 2012 and the results of FORA operations for the year concluded in conformity with accounting principles generally accepted in the United States of America. FORA has since obtained the actuarial study and it will be included in the FY 12-13 audit report.

A copy of the June 30, 2012 annual financial report is posted on the FORA website at: www.fora.org.

Public Records

Overview:

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

Historical Context:

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

FY 2012/13:

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

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

FY 2013/14:

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

Reports From the Jurisdictions

California State University Monterey Bay (CSUMB)

Demolition

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

Transportation Improvements

Information:

- Website Clearinghouse for Transportation Options - TRIPwise. CSUMB.EDU/trip
- Facebook Social Media page for TRIPwise outreach <https://www.facebook.com/pages/TRIPwise-at-Cal-State-Monterey-Bay/134305713287849>
- The TRIPwise NOOK transportation information and trip planning center, Mountain Hall Suite A.

Traffic calming:

- Measures implemented along Inter-Garrison Road, 7th Avenue, Divarty Street and A Streets. Included speed lumps, directional signage, radar speed signs, stop sign removal, and safety zone.
<http://fmp.csumb.edu/news/2012/nov/20/campus-traffic-calming>
<http://news.csumb.edu/news/2012/nov/26/traffic-calming-measures-start-january>

Bicycle Transportation:

- a. Bike Map, Bike Bunker and Bike Boulevards: <http://transportation.csumb.edu/biking>, and <http://otter-realm.net/article/campus-cyclists>. Created/updated CSUMB Community Bike Map. Received grant and constructed indoor bike parking facility – Bike Bunker. Created 3.8 mile bike boulevard network with shar-row lane treatments, signage, and bike and pedestrian safety overlay zone using signage at campus entrances. Bike boulevard network creates linkages with existing Class I and II bikeways.
- b. Bike Racks and Lockers: Obtained grants for new bike racks. Increases bike parking on campus by 30 percent. Moved bike racks on campus to locations in need. Conducted bike infrastructure usage study - hourly usage of bike racks on entire campus throughout day.

Public Transit:

- a. Covered Transit Shelters: Installed two covered transit shelters on campus at locations with most bus boardings and bus route services (Library and AVC). There are now only two covered bus stops on main campus.
- b. Bus Schedules: Created smart phone app for bus schedules and bus stop locations. Installed real-time bus arrival display at Library Stop. Also, increased number of locations on campus where bus schedules are available (Res Life office, University Center, Student Center, Alumni Visitor Center, the new TRIPwise NOOK information center).
- c. New bus lines (and weekend service) added including Line 25 (CSUMB-Salinas), Line 26 (CSUMB-East Campus), and starting in August, Line 27 (CSUMB-Marina).
- d. Videos: Line 16 promotional video and campus shuttle promotional video.
- e. UPASS: Since 2011, provided unlimited public transit pass for all students and employees.

Ridesharing:

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

Renovation

- Otter Express/building 14 remodel (in progress)

Planning

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

Current Enrollment

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

(CSUMB continued)

Additional Project Details

Otter Express (Building 14):

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

Campus Demolition 2013

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

Inter-Garrison Sidewalk

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

Business Information Technology (BIT or Academic II)

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

Additional BIT description

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

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

Monterey Peninsula College (MPC)

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

Marina Education Center

The mission of MPC's Education Center at Marina is to serve as a gateway to higher education by providing students access to initial basic skills and general education courses, as well as discreet skills training opportunities. In 2012-13, the Marina Education Center continued to grow, both in the number of courses offered and in enrollment. A wide variety of courses are offered, six days a week. Day and evening courses offered at the Center during fall and spring semesters increased by 20% to 171 sections. The number of enrollments for fall and spring semesters in 2012-13 reached a total of 3407, an increase of 467 or 16% over 2011-12.

Public Safety Training Center in Seaside

The main focus of MPC's Public Safety Training Center (PSTC) in Seaside is to provide a training venue for public safety training programs to meet local and regional needs. MPC's PSTC curriculum is limited to fire, police, and most recently Emergency Medical Technician (EMT) training.

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

EMT enrollments have been at capacity, and fire and police enrollments are expected to increase as the economy improves and jobs become available. Despite the lingering impacts of the economic recession, the public safety programs showed growth in 2012-13. Day and evening courses offered at the PSTC during fall and spring semesters increased by 26% to 44 sections. The total number of enrollments for fall and spring semesters in 2012-13 was 1031, an increase of 240 or 30% over 2011-12. The Fire Academy had 26 graduates in 2012-13 and 86 EMT Certificates of Training were awarded.

During 2012-13, MPC established a new administrative position, Director, Public Safety Training Center, to oversee the programs. Planning also continued on the MOUT (Military Operations on Urbanized Terrain) and Parker Flats facilities.



MPC Education Center in Marina.

County of Monterey

- Fort Ord Recreation and Habitat Area Plan (FORHA) – Drafting of a trails and open space plan began under the Redevelopment Agency. The County/Successor Agency is working on financing and oversight to refine and finalize that plan. The plan identifies bike and pedestrian trails on County property within the Fort Ord area and links open space/habitat areas with these trails.
- East Garrison – Phase I infrastructure has been completed and accepted by the County. Construction of Manzanita Place Apartments (64 units) is nearing completion. 37 building permits for single family homes have been issued and new homes are under construction.
- Circulation and Traffic Improvements – Traffic improvements to River Road and Davis Road including new traffic signals have been implemented as part of the East Garrison Development.

Other improvements partially funded using development fees collected by FORA:

- Davis Road bridge south of Blanco Road
- Highway 68 Operational improvements including:
 - San Benancio/Hwy 68
 - Laureless Grade/Hwy 68; and
 - In the near future Corral De Tierra/Hwy 68.

City of Marina

Community Development Department Building Division Upcoming Projects

- University Village: Construct 108 unit apartment complex and community center.
- Cinema: Construct 10 screen cinema.
- Rockrose Garden: Construct 21 new affordable apartments with community building.
- AMCAL: Construct student housing -585 bedrooms spread across 3 buildings at California State University, Monterey Bay.
- Veterans Administration Clinic: Construct 3 story, 144,398 square foot clinic.

Community Development Department Public Works Department Engineering Division

ENGINEERING PRIORITY LIST -CIP PROJECTS (FY 12-13)
LAST UPDATE: 4/16/2013

- Imjin Pkwy Bike Lane Project Design Roadway widening for Class II Bike Lanes \$2,400,000.00.
- 8th Street Extension Design Roadway Improvements Project \$7,000,000.00.
- Imjin Pkwy -Imjin Rd. to 400'W of 3rd Ave. Design-Roadway Maintenance Project \$126,650.00.
- Imjin (12th) & SB Ramp SR1 -Traffic Signalization Design Traffic Signalization \$400,000.00.

Community Development Department Planning Division

- Airport Business Park Specific Plan and Tentative Map—The Specific Plan and Tentative Map, being prepared in partnership with UC MBEST Center, will provide for development of ± 143 acres of land within the City of Marina. Located on the former Fitzsche Army Airfield site, the plan area consists of ± 71 acres owned by the City and ± 72 acres owned by UC. The City-owned portion of the plan area consists of the 18.9-acre Business Aviation Reserve and 52.2-acre Business Park areas.
- The Specific Plan will prescribe policies and standards to facilitate economic recovery through the attraction of employment and private investment, infrastructure improvements, and development of both the UC MB-

EST Central North Campus and City-owned portion of the plan area, with land uses compatible with airport operations. For City-owned land, the tentative map will include large lots for future developers who wish to construct buildings for large industrial uses.

- Veterans Affairs Marina Health Care Clinic—Conditional Use Permit, Design Review and Addendum to Dunes EIR for a $\pm 150,000$ square foot Veterans Affairs Monterey Health Care Center located on a 14.31 acre project site within the Dunes on Monterey Bay Specific Plan area.
- AMCAL's Promontory @ CSUMB, Marina, CA—Zone Change, Specific Plan and MND for demolition of Building 4900 and other buildings and construction of three, four-story purpose-built buildings that would house 175 one-, two-, three- and four-bedroom dormitory units, for a total of 583 bedrooms. The central building would also contain a 1,000 square foot leasing office and a 4,600 square foot community center containing a mail room, computer lab/business center, clubhouse and fitness area located on a ± 8 acre parcel at the intersection of Imjin Rd and 8th Street.
- LDS Church at Cypress Knolls

Successor Agency/Redevelopment Dissolution

- The City successfully implemented the dissolution of the former Redevelopment Agency during Fiscal Year 2011-12 and to date, the ongoing administration of the dissolution process has resulted in minimal negative fiscal impact to the City's general fund.

Economic Development Department

Dunes

- Retail Center —378,000 sf of retail space was built in 2007-08 which brings in approximately \$800,000 in sales tax to the City annually and provides approximately 750 jobs. In late 2012, Party City opened in the retail center, leaving only one small space remaining for lease (between REI and Famous Footwear).
- University Village Apartments—Sold land to and approved plans for South County Housing to develop and build 108 apartments that will be affordable to low and very low income families in our community. They broke ground in March and apartments should be available for rent by spring/summer 2014.
- Cinemark —Plans were submitted and approved by the City for Cinemark to begin construction on a multiple screen movie theater. It is anticipated that the theater would be complete by summer 2014.

(City of Marina continued)



- **Shea Properties Retail Buildings near theater**—Plans were submitted and approved for two approximately 15,000 sf retail buildings to be built near the proposed movie theater. Shea is marketing the buildings and anticipates more interest once Cinemark breaks ground on the theater.
- **Veteran's Administration Clinic**—The site location within the Dunes was selected by the VA Clinic after review of several locations in the area. The VA's architect received planning approvals from the City in order to put out an Request for Proposal for a developer. We anticipate that the VA will select its developer in July 2013, and have the clinic open mid-year in 2015.
- **Transferred Land for Future Hotel**—The City has worked with FORA on the transfer of approximately 5 additional acres where the former FORA offices were located. The land will shortly be owned by the City and will be available under the Dunes Disposition and Development Agreement (DDA) for a future large 400-room hotel.
- **CHOMP**—Because the Community Hospital of Monterey Peninsula (CHOMP) has been so successful in its current location within the Dunes, they have contacted the City to begin moving into Phase 2 of the development.

Marina Heights

- **Marina Heights Residential**—All improvements for the first 299 units are in and the developer is actively looking for a vertical builder. The project proposes to build 1,050 residential units of all housing types on 248 acres.

Infill Properties

- **Church of Jesus Christ of Latter-day Saints**—City has entered into an Exclusive Negotiating Agreement (ENA) with the Church of Jesus Christ of Latter-day Saints for the sale of approximately 7 acres located on the former baseball field within the Cypress Knolls area for the development of a new church. On average, it takes approximately 18 months to complete entitlements and negotiations in order to begin construction.
- **Rockrose Gardens**—Interim Inc., a local developer of affordable and housing for people with disabilities, is proposing to build 20 units of permanent supportive housing for people with psychiatric disabilities. Interim is coordinating seven funding sources to close escrow in August 2013. They expect to begin demolition and construction also upon closing.
- **Promontory at CSUMB**—Student Housing by AMCAL—City and AMCAL have been working through the entitlement process to sell an +8.5-acre parcel to AMCAL to provide 175 units of student housing for CSUMB students. The entitlements and DDA are nearly ready for City Council approval in early summer. The parties



anticipate that the student housing could be open for the Fall 2014 school year.

Property Management of City-owned Housing

- **Abrams Park**—The City continues to provide a mix of market and affordable housing for 192 families. Interior and exterior upgrades such as an exterior painting project are underway.

Other Economic Development Property Interests

- Continue to show properties and discuss various parties' interests in leasing and selling land owned by the City such as: various buildings at the airport, buildings

(City of Marina continued)

on the City's recreation parcels (Naval Postgraduate School sites), land located both at the proposed business park at the airport, and other locations in the City such as the corner of Imjin Rd and Reservation.

Airport Leasing

- Executed 20-year Lease for Airport Building to Light & Motion—After a couple of years of working together and with the FAA, the City has executed a lease with Light & Motion, a local manufacturer of LED lighting for sports applications such as cycling, scuba diving and camping. The company will begin renovating an old 27,000 sf building at the airport in July and plans to move in by December 2013. It is very exciting to keep a large manufacturing company with 50 employees in the area, and especially for them to move into Marina.
- Renewed 10-year lease with CIRPAS, Department of the Navy—for nearly 65,000 sf building in which the US Naval Postgraduate School, Monterey, Center for Interdisciplinary Remotely Piloted Aircraft Study (CIRPAS) operates air and ground-based vehicles used to conduct atmospheric and oceanographic scientific research and activities involving the operation of Unmanned Aerial Vehicles.
- Executed 3-year lease with California Fish and Wildlife—for a 7,200 sf building. They were asked to vacate a building they had been using for years on the CSUMB campus and asked to utilize one of the buildings on the Marina Municipal Airport.

Marina / Fort Ord

Projects Completed:

- \$3.0M: Dunes Phase I
- \$1.2M: Salinas Valley Memorial property
- \$2.0M: Imjin Office Developments (MCWD, Carpenters, Builders Exchange)

10% complete:

- The Dunes Shopping Center

Not built:

- 1237 homes
- 1.2M sq ft office/retail
- 20 acres parks

Marina Municipal Airport/UCMBEST

Approximately \$20M invested for infrastructure includes two business parks and thousands of jobs here.

- First Phase Village Promenade Retail and Restaurants
- Pad Restaurant

City of Monterey

End of June, 2013, the Monterey City Council directed staff to prepare an exclusive negotiating agreement with Donald B Orosco Development Company (DBO) for City Council consideration within the next 120 days for the purchase and development of approximately 100 acres of City-owned property on former Fort Ord. An appraisal of the property will also be prepared during this time period.

The City Council action is consistent with the City Council's Value Driver that ensures "a level of economic vitality sufficient to support our quality of life and municipal infrastructure requirements (both physical and human)."

In 2012, the City circulated a Request for Qualifications to a list of over 400 members of the development and real estate communities.

DBO proposes to purchase the City's 102.8 acres of EDC parcels and develop light industrial/business park uses that continue the character of Ryan Ranch, consistent with the Base Reuse Plan and the Monterey General Plan. The vision of this proposal is to build upon Auto Week and the proximity of the Mazda Raceway Laguna Seca by catering specifically to the automobile enthusiast and creating a year-round automotive destination. Other proposed uses include broader offerings such as commercial and medical office space and storage facilities, recreational uses, sound stages that enable television and film production, food venues, and an adult day healthcare center.

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FORA Staff Members

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Real Property & Facilities Manager	Standen Cook
Senior Project Manager	Jim Arnold
Deputy Clerk	Lena Spilman
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Associate Planner	Darren McBain
ESCA Program Coordinator	Laura Vidaurri
Accounting Officer	Marcela Fridrich
Grants & Contracts Coordinator	Crissy Maras
IT Technician/Communications Coordinator	Jen Simon
Administrative Assistant	Rosalyn Charles

Acronyms and Abbreviations

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

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



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