

ANNUAL REPORT

FY 2016-17



FORT ORD REUSE AUTHORITY

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Fort Ord Reuse Authority

<http://fora.org>

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[*Editor's Note: All Jurisdictions were invited to submit reports in June 2017. Included updates were received by publication deadline.]

Executive Summary

The 2016-2017 Fiscal Year was marked with significant advancement in key areas related to the Fort Ord Reuse Authority (FORA) mission, including building removal progress, munitions remediation, new economic development reuse projects, veteran's services, water augmentation, and environmentally sensitive decisions tied to trails programming and habitat conservation.



The Central Coast community can be particularly proud of the kickoff of the Pure Water Project, the opening of the Central Coast Veterans Cemetery near the center of the former Fort Ord military installation, the William F. Gourley Department of Defense/Veterans Administration Medical Clinic, and the construction of the Spring Hill Suites at the Dunes on Monterey Bay. In so many ways, this was another memorable and successful year in the history of the former Fort Ord area.

Reuse projects in construction during the past fiscal year also included the Dunes on Monterey Bay Single Family Housing, Sea Haven Homes in Marina, East Garrison Homes, a Dialysis Clinic in Marina, California State University Monterey Bay (CSUMB) Business and Technology Building, and the "fast/casual" dining complex in The Dunes shopping center.



Several key projects are moving toward approval and some will begin construction in the coming year. These include expansion of The Dunes on Monterey Bay shopping center, Phase II of the AMCAL Promontory Suites complex, new housing through the Veteran's Transition Center, and additional CSUMB Building Removal. Additionally, FORA is moving ahead with building removal to assist/enable Seaside development of the area from the Main Gate to the entry of the National Monument along Gigling Road.

In June 2017, FORA received regulatory sign-off that all known fieldwork, under the US Army's \$100M munitions removal Environmental Services Cooperative Agreement (ESCA), was complete. The Range 44 Habitat Restoration results continue to be considered a model by conservation agency standards. During the past fiscal year FORA staff completed preliminary negotiations for additional funding and an amendment to the ESCA contract award is anticipated in FY 2017-2018 that will add \$8-\$10M for FORA's (or our successor's) post fieldwork services from 2017 through 2028.

The Regional Urban Design Guidelines (RUDG) were completed last year and provided direction relevant to planning guidelines for visually significant areas. The RUDG also identified a suggested framework for

Gateways, Centers, Trails, and other key design areas and uses on the lands on the former Fort Ord. In May, FORA was honored with a Silver Level National Award for the RUDG by the American Planning Association.

Once again, to the credit of the FORA Board and Staff, the FORA Annual Budget was balanced and no deficiencies were noted in the annual audit.

The demonstrated accomplishments of the past year, and the continuing commitment to reuse efforts by the FORA Board, attest to the dedicated leadership present within the communities of our region. All should be proud of another annual list of successful achievements, and we look forward to another productive, collaborative, and exciting year ahead.



FORA Economic Development Manager, Josh Metz and City of Monterey Principal Planner, Elizabeth Caraker, receive the Silver National Award.

– Michael A. Houlemard, Jr.
Executive Officer



*October 11, 2016
California Central
Coast Veterans
Cemetery opening
ceremony, memorial
service, and Interment
of Maj. William Williams,
US Army.*

Fort Ord Reuse & Regional Economic Recovery

The Fort Ord Reuse Authority (FORA) was formed under State Law in 1994 to oversee the reuse and economic recovery from the 1991 closure of Fort Ord. Adopted in 1997, the Fort Ord Base Reuse Plan (BRP) provides the policy and land use framework to guide the reuse/recovery process. Framed on 3 principles: Economic Recovery, Educational Reuse, and Environmental Conservation, the BRP aims for a balanced, resource constrained program yielding new educationally centered communities, conserved native habitats and wide open spaces, and bustling new town centers.

Significant realization of the BRP vision has been achieved over the past two decades – especially in the educational and environmental components of the mission (remediation, military waste, groundwater contamination, and unexploded ordnance), land and native plant conservation, and infrastructure). A centerpiece of the recovery, the California State University Monterey Bay (CSUMB) campus has emerged a shining light of the reuse/recovery. Now in its 20th year of operation, CSUMB has 7100 full-time students and employs over 1000 faculty and staff. CSUMB anticipates a 15,000 student population by 2025.



In addition to the growth of CSUMB, new conservation and recreation lands have been dedicated on approximately 18,000 of 28,000 historic Fort Ord acres. The 14,500-acre Fort Ord National Monument was dedicated by President Obama in 2012. The 1000-acre Fort Ord



Josh Metz, Economic Development Manager

Dunes State Park, including nearly 4-miles of Monterey Bay Marine Sanctuary shoreline, was dedicated in 2009. Together, with 600 acres of the UC Fort Ord Natural Reserve and other associated conservation lands, these properties represent major conservation accomplishments to preserve native coastal habitats for generations to come.

The 380 unit Seaside Highlands community was the first post-closure residential project to be completed. More recently, three new community developments have activated, two within the jurisdiction of the City of Marina (Dunes on Monterey Bay and Sea Haven) and one in the County of Monterey (Homes at East Garrison). These developments are among the ~3500 approved and ~6100 allowed new housing units slated for the former Fort Ord. Along with residential construction, both the Dunes on Monterey Bay and East Garrison projects include major new town centers with commercial and institutional development. The cities of Monterey and Del Rey Oaks have future development plans on portions of their respective former Fort Ord lands.

FORA's current Economic development strategies include:

- Building on regional economic strengths (agriculture,

(Regional Economic Recovery continued)

tourism/hospitality, education, recreation, and government);

- Engaging with regional partners (CSUMB, UCSC, MBEP, MCBC) and community stakeholders;
- Pursuing new and retaining existing businesses;
- Developing and maintaining information resources; and
- Measuring and reporting progress.

FORA works very closely with its member jurisdictions to activate reuse projects, find new business and jobs growth opportunities, and realize the BRP reuse visions.

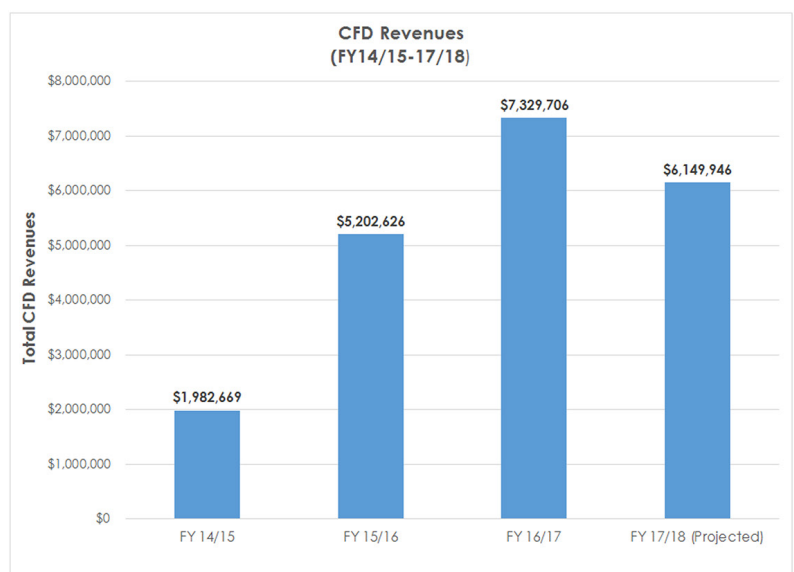
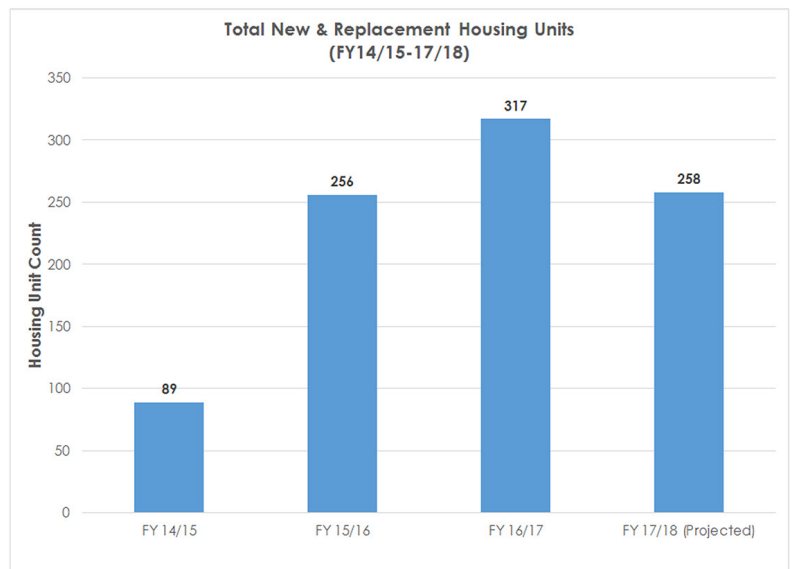
FORA actively engages with regional economic development initiatives including the Monterey Bay Economic Partnership, the City of Salinas Agtech ecosystem, Monterey County Business Council, CSUMB, UCSC and others. During the past fiscal year FORA's Economic Development activities included 1) the creation of a new Basewide Business "Directory" website that offers contact information in one location for all former Fort Ord enterprises, 2) continuing success with small business assistance programs through financial and programmatic support of partner (CSUMB) efforts, 3) reviving the Central Coast Marketing Team to increase location opportunities for FORA jurisdictions and others, 4) sustaining regular meetings under the partnership agreement for the UC MBEST Center, and 5) multiple efforts to retain, expand or recruit business to the region. All this information and more is available on the new economic development oriented website www.OrdForward.com or by contacting Josh Metz: josh@fora.org.

Residential Construction & CFD Revenues



New Housing*	Pre FY 14/15	FY 14/15	FY 15/16	FY 16/17	FY 17/18 (projected)	Total
New Residential	281	89	256	283	234	1143
Replacement	1565	0	0	34	24	1623
Totals	1846	89	256	317	258	2766
Total CFD Revenues	\$27,004,803	\$1,982,669	\$5,202,626	\$7,329,706	\$6,149,946	\$45,687,081

*New Residential Unit Cap = 6160; Replacement Unit Cap = 1813



Fort Ord Base Reuse Plan Completion

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

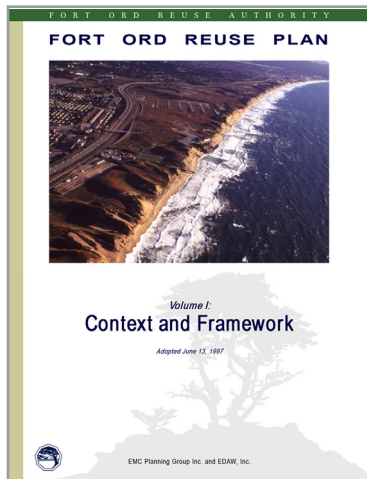


timeframe for redevelopment of former Fort Ord. Chapter 8 of the Master Resolution required a BRP Reassessment be completed when 6000 housing units were in place on former Fort Ord or by January

1, 2013. As the January 2013 deadline was approaching, the FORA Board agreed to contract EMC Planning Group, Inc. to perform the Reassessment. The 2012 final BRP Reassessment and Scoping Report are the culmination of that process, and identify a set of follow up actions by categories.

determination/opinion report that Category I and II did not constitute a “project.” Since that time, FORA staff and MBI have worked diligently on completing Categories I & II.

With the FORA Board’s acceptance of MBI’s report in July, the Board requested that staff present the results of Category I and II work at a future Board meeting. Staff anticipates presentation of Category I work will occur early in FY 2017-18. Presentation of Category II work is anticipated in the second half of FY 2017-18.



Categories I & II

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

After review and direction by the FORA Board and the Post-Reassessment Advisory Committee in 2013, FORA conducted a consultant selection process in Fall 2015. In February 2016, FORA contracted the planning consultant firm of Michael Baker International (MBI) to assess whether Category I and II are considered a “project” under the California Environmental Quality Act. In July 2016, the Board accepted MBI’s

Category III

In the definition/categorization used in the BRP Reassessment Report, Category III consists of policies and programs that are incomplete. In FY 2016-17, FORA assisted City of Seaside (Seaside) and County of Monterey (County) efforts to complete BRP policies and programs designating an Oak Woodland Conservation Area in areas not already designated “Habitat Management Areas.” In May 2016, after an extensive recruitment process, FORA selected the consultant planning firm of Denise Duffy & Associates (DD&A) to prepare a Draft Oak Woodland Conservation Area Map and Draft Oak Woodland Area Management and Monitoring Plan to complete Oak Woodland Policies and Programs for Seaside and the County.

FORA staff engaged with Seaside and the County to develop an independent website about the collaborative conservation planning: www.oakwoodlands.org. In November 2016, the two

(Base Reuse Plan continued)

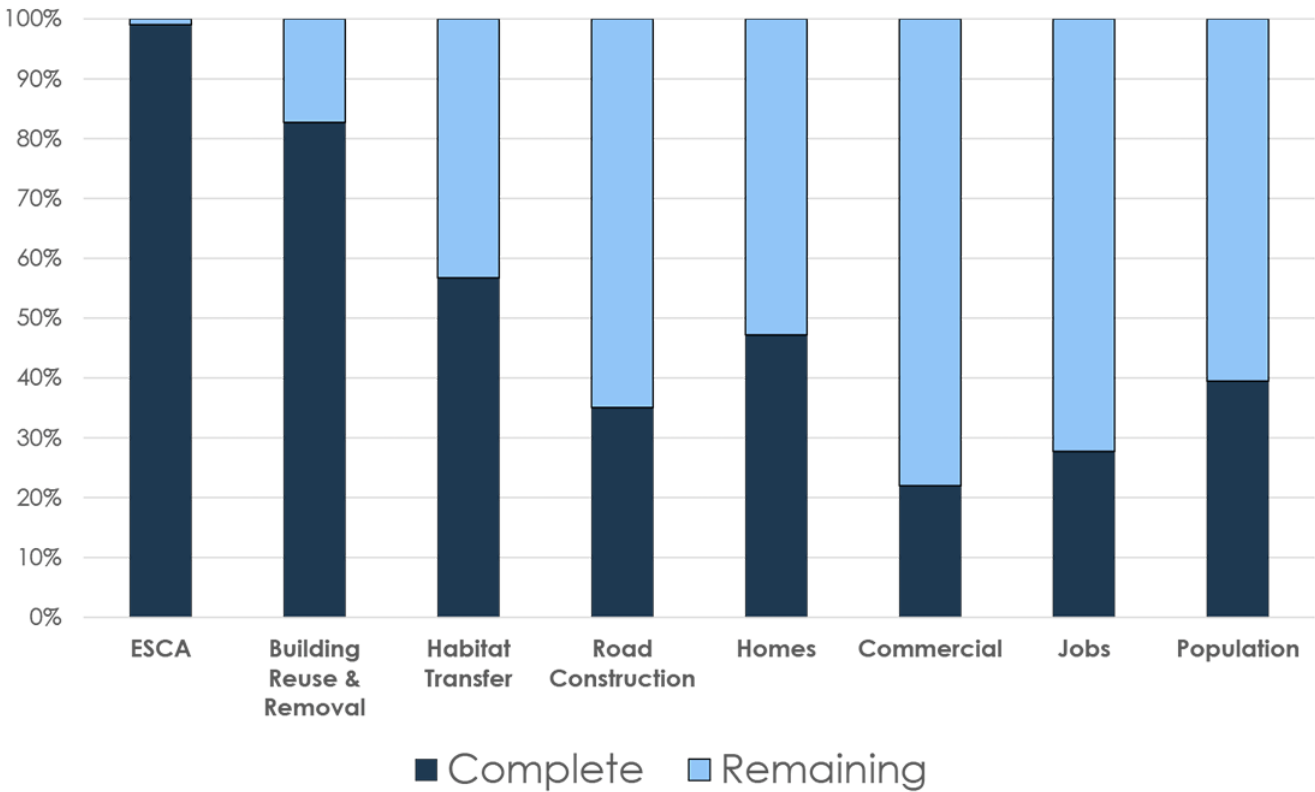
jurisdictions hosted public meetings to gather input on their respective BRP Oak Woodland Policies and Programs. The planning process has included working with land owners including California State University Monterey Bay (CSUMB) and Monterey Peninsula College (MPC) as they consider their participation in this planning effort. Meanwhile, Seaside is working on a General Plan Update, and are aided by having the draft oak woodland policies to incorporate into that process. The County has expressed desire to move ahead by presenting Oak Woodland Conservation Area concept maps to its Fort Ord Committee.

Another component of the Oak Woodlands DD&A contract supports the California Department of Veterans Affairs (CDVA/CalVet) to meet their oak woodland mitigation obligations for the California Central Coast Veterans Cemetery. FORA and DD&A provided Oak Woodland conservation planning to

help CDVA identify an offsite mitigation location by generating a report on the mitigation options, meeting in-person and by phone conference, and presenting site preferences to the County Fort Ord Committee in March 2017. FORA continues to support CalVet with information on the next steps in their mitigation process.

The entities of Seaside, County, and CalVet have unique individual needs related to their oak woodland conservation obligations on former Fort Ord lands. FORA's Oak Woodland Conservation Planning efforts facilitate completion of the three jurisdictions' individual Oak Woodland obligations. FORA will share results with other FORA jurisdictions, land owners, and other interested parties to enhance Oak Woodland planning and management on former Fort Ord and adjacent areas.

Reuse Progress



Implementing the Base Reuse Plan

Consistency Determinations

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

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

In July 2016, the FORA Board certified the City of Marina Housing Element 2015-2023 as consistent with the BRP. By California law, every city and county must adopt a Housing Element as part of its General Plan. The purpose of a Housing Element is ensure that local governments plan to meet the housing needs of people living within the community.

In December 2016, the FORA Board certified the City of Del Rey Oaks' Monument RV Resort as consistent with the BRP. This consistency determination included legislative land use decision review (General Plan and Zoning Code amendments) and Development Entitlement review (grading and building permits) for BRP consistency. The RV Resort project buildout consists of 210 RV sites and 13,595 square feet of buildings on 53.86 acres. The development entitlement for Del Rey Oaks' Monument RV Resort will not exceed the City of Del Rey Oaks' groundwater allocation of 242.5 acre feet per year (AFY).

Annual Reporting - Constraints Management

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

Monitoring Transportation Improvements

The BRP requires FORA to work with the Transportation Agency for Monterey County (TAMC) to monitor current and projected traffic service levels on links identified as "on-site" and "off-site" road segments in the BRP. TAMC and its consultant Kimley-Horn completed the "2017 FORA Fee Reallocation Study" which was incorporated into the FY 17/18 Capital Improvement Plan approved in May 2017. Through this study, TAMC performed a comprehensive review of traffic service levels within "on-site," "off-site," and "regional" segments and reallocated FORA's transportation mitigation funding. The study analyzed two scenarios: Build Current FORA Capital Improvement Program (CIP) and Build Alternative CIP (same as Current CIP with a broader definition of Highway 1 Corridor project to include transit enhancements and 2nd Avenue Extension, also known as Del Monte Boulevard Extension). Both the Current CIP and Alternative CIP scenarios provided sufficient capacity in the roadway network to address future growth-related transportation deficiencies.

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

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

Water Allocations and Monitoring

The FORA Board is required to determine whether a project is consistent with the BRP and if a project approved by the land use jurisdiction can or cannot be served by water supplied by the FORA water purveyor from the jurisdiction's allocation or by water imported to the former Fort Ord from another available water source. Table 1.1 shows former Fort Ord Land Use Jurisdictions' groundwater allocations,

sub-allocations, 2012 Consumption Amounts, Committed Amounts, and Remaining Amounts in Acre Feet per Year (AFY). Table 1.2 shows Fort Ord Land Use Jurisdictions' recycled water allocations. Recycled water is not yet available for delivery to Fort Ord water users, but will be provided by the recently approved "Pur Water Monterey" project.

Table 1.1—Former Fort Ord Water Allocations

Ord Community Land Use Jurisdiction	SVGB Allocation (AFY)	Suballocations To	2013 Consumption Amount (AFY)	Committed Amt. (AFY)	Remaining Amt.(AFY)	Notes:
CSUMB	1,035		292	938	97	
		Campus Build-out projection to 2025	292	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		73.4	525.7	184.3	
		East Garrison 1	71.6	470		Allocation reso. 05-268
		MPC	0	52.5		Allocation
		Whispering Oaks	0	0		Allocated 93 AFY, then revoked with the approvals
UCMBEST	230		0.8	0.8	229.2	
		UCMBEST Center	0.8	0.8		MCWD 10-year Annual Consumption Report (Consumption report)
City of Seaside	1,012.5		292.9	768.1	244.4	
		Sunbay Apts.	57.9	120		Allocation 10/23/2001 (FORA – Army MOA Amendment #1)
		Brostrom Park (Bayview)	50.5	84.8		Allocation 10/23/2001 (FORA – Army MOA Amendment #1)
		Seaside Highlands	118.5	168.5		Allocation reso. 02-07
		Seaside Resort	.9	161.4		Allocation reso. 05-44
		Monterey College of Law	0.4	2.6		Allocation reso. 04-20
		MPC	0.9	9.7		Allocation reso 09-36
		MPUSD	38.7	38.7		Consumption report
		Chartwell School	3.6	6.4		Allocation reso. 05-26
		Main Gate	0	149		WSA totaled 207 AFY. Allocation of 149 AFY on 5/15/2008

Table 1.1—Former Fort Ord Water Allocations (continued)

Ord Community Land Use Jurisdiction	SVGB Allocation (AFY)	Suballocations To	2013 Consumption Amount (AFY)	Committed Amt. (AFY)	Remaining Amt.(AFY)	Notes:
City of Seaside, (continued)		Blackhorse & Bayonet Golf Courses	1.2	1.18		Agreed on 4/1/10: 2,500 AF in exchange for 17 acre parcel; maximum 500 AFY (temporary)
		American Youth Hostel	0	5.5		Agreed on 12/15/2007: Joint Seaside City Council/RDA meeting - Army-Seaside land exchange
		Construction	14.5	14.5		Consumption Report
		Other existing	5.8	5.8		Consumption Report
CalVet	5		1.3	5	0	
		CCCVC	1.3	5		Army Water Deed dated 8/1/2014
U.S. Army	1,577		448.4	448.4	1,128.6	
		None	448.4	448.4		Consumption Report
State Parks & Rec.	39.5		0	0	39.5	
		None	0	0		
City of Marina	1,325		261.5	1,299.1	81.4	
		Abrams Park	39.5	74		Consumption Report
		Cypress Knolls	0	156.1		Allocation 11/8/2006
		Sea Haven	10	292.4		Allocation 3/3/2004
		Preston Park	51.6	51.6		Consumption Report
		Preston Shelter	6.6	6.6		Consumption Report
		MPUSD	2.1	2.1		Consumption Report
		Dunes on Monterey Bay	68	593		Allocation 5/31/2005
		Rockrose Gardens	3.8	4.9		Allocation 6/9/2011
		Airport	2	2		Consumption Report
		MPC	1.8	7		Allocation 2/6/2007
		Promontory	21	33.3		Allocation 7/2/2014
		Imjin Office Park	4.9	4.9		Consumption Report
		Construction	39.6	39.6		Consumption Report
		Other existing	10.61	31.6		Consumption Report
Marina Sphere	10			1.5	8.5	
		Ord Market	.5	1.5		Ord Market Lease Agreement, dated 9/5/2006
Reserved to cover line loss	348.5		0	348.5		
Total GW:	6,600		1,357.9	4,279.9	2,320.1	

Sources:FORA, Marina Coast Water District (MCWD), MCWD 2016 Water Consumption Report per notes column.

(Base Reuse Plan Implementation continued)

Notes:

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

“Suballocations To” means FORA agency’s allocation of its water rights to a specific project or projects, entity, or tracking of 2016 consumption data when no project allocation exists.

“Committed amount (AFY)” means project suballocation, when it exists, or 2016 consumption data when no project allocation exists.

Table 1.2—Fort Ord Recycled Water Allocations

Ord Community Land Use Jurisdiction	Recycled Water Allocation (AFY)
CSUMB	87
UC MBEST	60
County of Monterey	134
City of Del Rey Oaks	280
City of Seaside	453
City of Marina	345
Subtotal	1,359
Line Loss	68
Former Fort Ord Recycled Water Total:	1,427

Notes:

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

A number of former Fort Ord development projects (such as Seaside Resort Golf Courses, Seaside Highlands, and East Garrison) now include recycled water infrastructure (purple pipes) to deliver recycled water for landscaping when it becomes available.

Residential Unit and Population Monitoring

The BRP notes that FORA will incorporate jurisdictions’ reports regarding residential population and numbers of units in the FORA annual report (3.11.5.4(b)). Based on

current information, Table 2 shows the current population estimate on former Fort Ord and Table 3 shows projected population within 2018.

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	601	2.6	1,563
Seaside Highlands	380	2.6	988
Seaside Resort	5	2.6	13
Dunes on Monterey Bay	359	2.6	933
Sea Haven	34	2.6	88
Preston Park	352	2.6	915
Abrams B	192	2.6	499
Housing Authority	56	2.6	146
Shelter Outreach Plus	39	2.6	101
Veterans Transition Center	13	2.6	34
Interim Inc	11	2.6	29
Sunbay	297	2.6	772
Bayview	225	2.6	585
Estimated Subtotal	5,407		13,306
CSUMB beds			1,832
Promontory beds			579
Estimated Total:			14,641

*(Base Reuse Plan Implementation continued)***Table 3—Projected 2018 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	741	2.6	1,927
Seaside Highlands	380	2.6	988
Seaside Resort	9	2.6	23
Dunes on Monterey Bay	449	2.6	1,167
Sea Haven	58	2.6	151
Preston Park	352	2.6	915
Abrams B	192	2.6	499
Housing Authority	56	2.6	146
Shelter Outreach Plus	39	2.6	101
Veterans Transition Center	13	2.6	34
Interim Inc	11	2.6	29
Sunbay	297	2.6	772
Bayview	225	2.6	585
Estimated Subtotal:	5,665		13,977
CSUMB beds			1,832
Promontory beds			579
Estimated Total:			16,388

Job Creation Monitoring

The BRP requires that FORA incorporate job creation reports into its annual report (3.11.5.4(c)). FY 2016-17 job survey results show a total of 3,461 full time and 1,497 part time jobs on former Fort Ord. The data does not include temporary construction positions. Assuming two part-time jobs are roughly equivalent to 1 full time job, there were an estimated 4,210 full time equivalent (FTE) jobs on former Fort Ord at the time of the survey. The full job survey report is available online: <http://ordforward.org/2017-fora-jobs-survey/>

With a current estimate of 5,407 residential units, the estimated jobs/housing balance at former Fort Ord is 0.78 jobs/dwelling unit. The BRP uses a target jobs/household ratio of 2.06.

Monitoring of Public Services

If a project approved by a land use jurisdiction does not meet FORA's level-of-service standards for public services, the FORA Board will be required to determine that the project is not consistent with the BRP. FORA staff reviewed Del Rey Oaks' RV Monument Resort development entitlement consistency determination in FY 2016-17, and determined that it met level-of-service standards.

Monitoring of CIP Conformance

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

The BRP states that if a project approved by a land use jurisdiction cannot be served by adequate infrastructure, the FORA Board is required to determine the project is not consistent with the BRP. FORA staff reviewed the Del Rey Oaks' RV Monument Resort development entitlement consistency determination in FY 2015-16, and determined that it could be served by adequate infrastructure.

Capital Improvement Program



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

In FY 2016-17, FORA engaged consultants to complete two studies: the 2017 FORA Fee Reallocation Study and the Biennial Formulaic Fee Review.

CIP Studies

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

Forecasting

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

In FY 2010/11, FORA re-engaged with EPS to perform a review of CIP costs and contingencies (CIP Review – Phase I Study), which resulted in a 27% across-the-board CFD special tax/Development Fee reduction in May 2011. Additional reductions of 23.6% and 17% in CFD special tax/development fees took effect in 2012 and 2014. In FY 2016/17, the FORA Board approved a 0.8% CFD special tax/Development Fee increase based on a recommendation from the Biennial Formulaic Fee Review.

Costs and Fee Assignments

Costs assigned to individual CIP elements were first estimated in May 1995 and published in the draft 1996 BRP. Subsequently, Transportation/Transit costs were updated with the 1997 Fort Ord Transportation Study and 2005 FORA Fee Reallocation Study. After completion of the 2017 FORA Fee Reallocation Study, FORA has adjusted its Transportation/Transit costs



(Capital Improvement Program continued)

to reflect updated engineers' estimates for specific improvements or to reflect the Engineering News Record (ENR) Construction Cost Index (CCI) inflation factors.

CIP Revenue Sources

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

funding FORA building removal obligations, additional land sale proceeds can fund other CIP projects.

Project Accomplishments

FORA has actively implemented capital improvement projects since 1995. As of this writing, FORA has completed approximately:

A. \$ 72M in Transit/Transportation

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

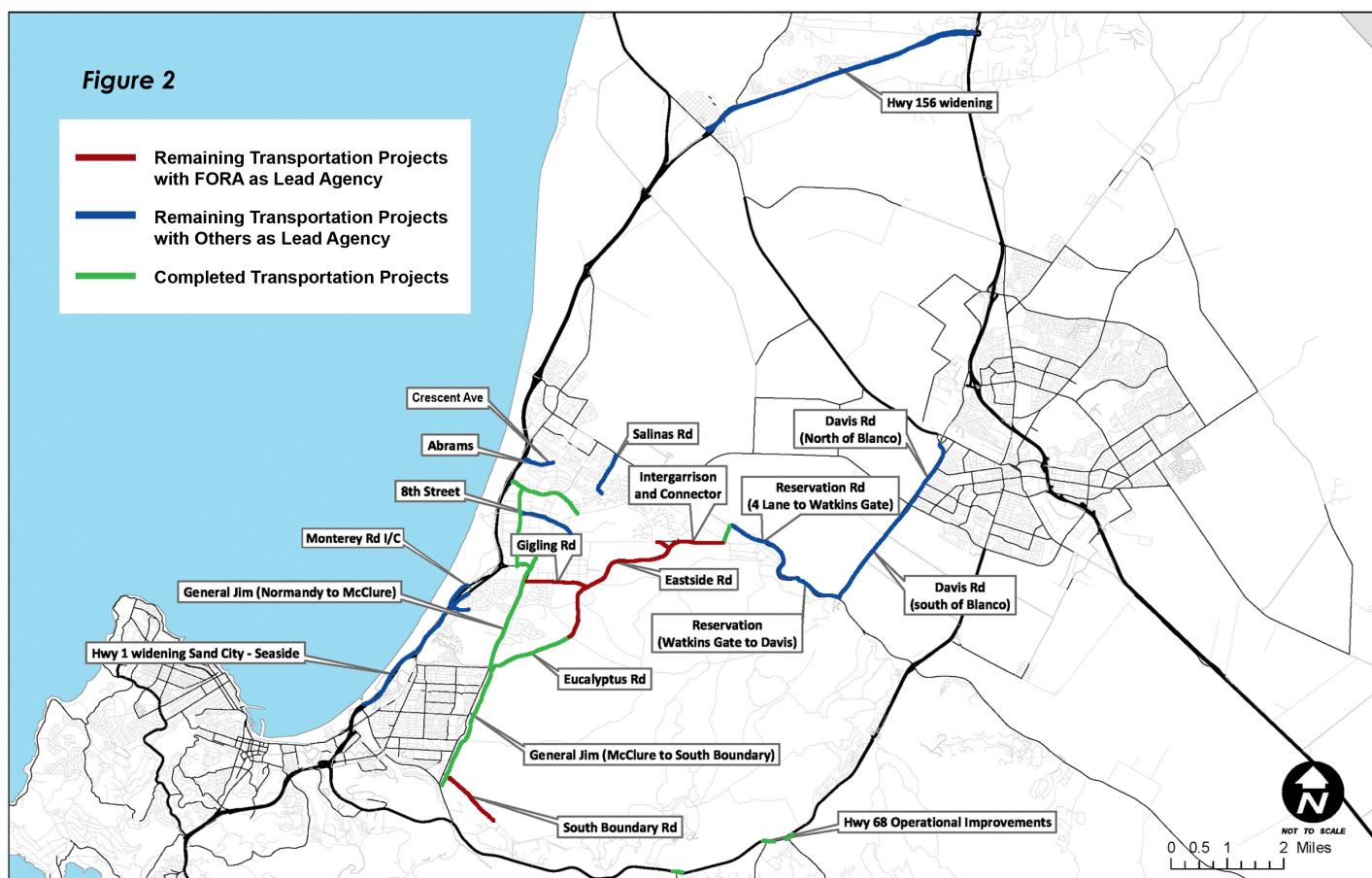


Figure 2: Remaining Transportation Projects

(Capital Improvement Program continued)

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

Specific projects have been:

- Safety improvements at various locations at the time the former military base was opened to the public, including: 1) replacement striping and weed abatement along South Boundary Road, Coe Avenue, Imjin Road and 2nd Avenue; 2) installation of bicycle shoulders and street lighting on Inter-Garrison Road; and, 3) pavement overlays on Imjin Road into the Marina Municipal Airport and Reservation Road from Imjin to Blanco. These projects were funded through a \$5.2 million EDA grant and FORA matching funds.



- Roadway improvement in the form of widening and adding signals to General Jim Moore Boulevard (GJMB) and Highway 218 (Canyon Del Rey Boulevard), and realignment of General Jim Moore Boulevard from Light Fighter Drive to 4th Avenue through a \$1 million EDA grant/FORA matching funds. GJMB Phases I through VI produced 22 total lane miles in roadway construction.

- Construction of new roadway, communication ducts, and storm drains with funding from a \$2.1 million EDA grant for University Drive and Research Drive on property owned by the University of California's Monterey Bay Educational, Science and Technology Center (UC MBEST).
- Construction of new roadway, bicycle lanes, native landscaping and sound wall along California Avenue from Reindollar Avenue to Imjin Parkway with funding from a \$2 million EDA grant/FORA matching funds.
- Construction of Rancho Saucito Road in the City of Monterey, connecting Ryan Ranch Road to South Boundary Road, creating a "connection" between the existing boundaries of the cities of Monterey and Del Rey Oaks and their extended city limits on the former Fort Ord. This project included 1 lane mile of new roadway and was also constructed using EDA grant/FORA matching funds..
- South Boundary Overlay: With remaining EDA grant funds from the California Avenue/ Rancho Saucito Road projects, South Boundary Road (from Rancho Saucito Road to General Jim Moore Boulevard) received a pavement overlay and fresh striping.
- MBEST & University Drive: The connection and opening of the intersection of MBEST and University Drives with Blanco Road.
- Reservation, Blanco & Imjin Roads: Roadway and intersection widening, signalization, pavement overlay, fresh striping, and installation of a separated bike path along Reservation Road to Imjin Parkway. The bike path was funded by a grant from the Monterey Bay Unified Air Pollution Control District and the roadway projects were funded by a \$9.8 million EDA grant/FORA matching funds, which also financed other projects noted below.

(Capital Improvement Program continued)

- **Imjin Parkway:** Construction of Imjin Parkway (realignment of 12th Street) from Imjin Road to the intersection of 2nd Avenue. This project included 10 lane miles of new roadway, bike lanes, separated bike paths, two signalized intersections and the installation and relocation of utilities. In 2003, FORA received a TAMC Transportation Excellence Award for Imjin Parkway.
- **2nd Avenue & Imjin Parkway Completion:** Construction of the remainder of Imjin Parkway from 2nd Avenue to Highway 1, including the new Highway 1 North off-ramp, and upgrade and widening of 2nd Avenue from Imjin Parkway to Light Fighter Drive, including street and signal lights. This project produced 10 lane miles and was funded through a \$3.9 million EDA grant.
- **2nd Avenue Completion:** Telecommunications conduit installation, irrigation and landscaping, and bike lane striping to complete 2nd Avenue construction. This project utilized remaining EDA grant funds.
- **Coordination with Other Agencies:** FORA worked with Marina Coast Water District (MCWD) to enable water and wastewater facilities installation in conjunction with FORA's construction projects. This cooperative approach allowed MCWD significant savings while adding approximately 14.5 miles of potable water pipeline and 10 miles of recycled water pipeline.
- **FORA's transit obligation** will also fund MST's purchase or replacement of transit vehicles operating out of planned construction of an intermodal center. Additionally, the BRP envisioned a "multimodal corridor" providing transit services between the Peninsula and Salinas. After a series of stakeholder meetings and community workshops, TAMC determined a preferred multimodal corridor route and a conceptual plan that will be used as a guiding document for development and roadway designs.

B. \$11M in Habitat Management

FORA has provided upfront HCP preparation / CEQA funding and a long-term endowment for HCP implementation. FORA has dedicated 30.2% of CFD special tax/Development Fee collections to build to a funding target of \$46.6 million for two endowment funds necessary to implement habitat management responsibilities in perpetuity. FORA has set aside roughly \$11.4 million to date toward this target.

C. Water Augmentation

FORA's accomplishments in the 2016/17 Fiscal Year built on the collaborative work of Marina Coast Water District (MCWD), Monterey Regional Water Pollution Control Agency (MRWPCA) and FORA to advance the previously approved Regional Urban Water Augmentation Project (RUWAP). The FORA Board approved a \$6M RUWAP Pipeline Reimbursement Agreement in September 2016. FORA has reimbursed \$350,000 of the \$6M for the completion of the trunk-line engineering. MCWD expects to implement Pipeline construction in 2017-2018



D. \$31.5M in Building Removal

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

(Capital Improvement Program continued)

building removal obligation is \$7.6 million in Surplus II in Seaside and at the Stockage in Marina.

E. \$259,000 in Property Management and Caretaker Costs

In FY 2010/11, FORA contracted with EPS to perform a review of CIP costs and contingencies (CIP Review – Phase I Study). During the Phase I Review process, FORA jurisdictions expressed concern about accepting 1,200+ acres of former Fort Ord properties without sufficient resources to manage them. These obligations are not BRP required CEQA mitigations, but are considered base-wide obligations (similar to FORA's portion of building removal). In FY 2015/16, the FORA Board approved a Jurisdiction-Incurred Caretaker Costs Reimbursement Policy which states that FORA funding for caretaker costs shall be determined by "allocating a maximum of \$500,000 from the prior fiscal year's property taxes collected and designated to the FORA CIP." FORA sets caretaker costs funding through the approved FORA CIP. FORA provided approximately \$259,000 to jurisdictions in Caretaker Cost funding over the last two fiscal years.

F. \$1.1M in Fire-Fighting Enhancement



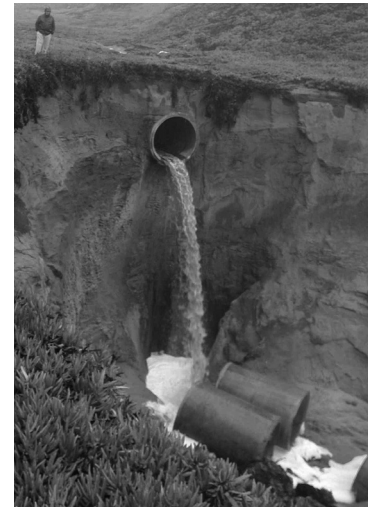
The BRP originally identified a need for a fire station to monitor and control fires on the former Fort Ord and assigned a \$1.1 million FORA obligation. FORA staff met

with area fire chiefs, public works directors and city managers who determined that purchasing firefighting equipment for existing fire departments would better serve anticipated reuse and wildland areas of the former Fort Ord. In July 2003, the FORA Board authorized the lease-purchase of five pieces of fire-fighting equipment, including four fire engines, one each for fire departments of Marina, Seaside,

Monterey and Ord Military Community, and one fire tender for the Salinas Rural Fire Department. The final payment was made in 2014.

G. \$1.6M in Storm Drainage Systems

Funds to design and construct alternative storm water runoff disposal systems allowed for the removal of storm water outfalls. As a BRP California Environmental Quality Act (CEQA) obligation, FORA was required to eliminate the disposal of storm water runoff from the former Fort Ord into the Monterey Bay National Marine Sanctuary. Additionally, the Final BRP Environmental Impact Report (FEIR) specifically addressed the need to remove four storm water outfalls that were discharging storm water runoff into the Sanctuary, creating canyon-like erosion within the Fort Ord Dunes State Beach. In 1999, FORA received an EDA planning grant for the removal of the outfalls and creation of storm water retention basins, and an EDA construction grant in 2001. FORA coordinated extensively with the U.S. Fish and Wildlife Service due to presence of the threatened Western Snowy Plover at the project site.



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

ESCA Cleanup & Remediation Accomplishments



The U.S. Army and FORA entered negotiations in Spring 2005 for an Army-funded Environmental Services Cooperative Agreement (ESCA) addressing “cleanup”/ remediation of Army Munitions and Explosives of Concern (MEC) on approximately 3,340 former Fort Ord acres. In 2007, the Army awarded FORA \$98M for MEC cleanup to address remnant hazard safety issues resulting from previous Army munitions training operations conducted at the former Fort Ord.

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

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

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

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

In January 2017, the Department of Toxic Substances Control (DTSC) - during their review of past Army cleanup work - asked the ESCA team to expand fieldwork to assure effectiveness of past munitions remediation work. This work is being conducted in the Seaside area east,

where Hilby Avenue intersects with General Jim Moore Boulevard, and is expected to be completed mid-2017.

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



(ESCA continued)

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



Until regulatory review, concurrence and site closure is received, the ESCA property is not open to the public. Regulatory approval does not determine end use. When regulatory site closure is received, FORA will transfer land title to the appropriate jurisdiction for reuse programming. Underlying jurisdictions are authorized to impose or limit zoning, decide property density or make related land use decisions in compliance with the FORA Base Reuse Plan.

Since 2007, the ESCA Remediation Program (ESCA RP) has worked with local jurisdictions and community groups to provide safe coordinated access through ESCA properties to the new Fort Ord National Monument through the use of multiple ESCA roads for bikers, hikers, runners, and equestrians. The ESCA RP has also diligently conserved former Fort Ord ecological resources through habitat management restoration and monitoring. For the past nine years, the ESCA RP has:

- Managed 15 threatened and endangered species on approximately 3,340 acres
- Restored 14 acres of Coastal Chaparral habitat
- Sprouted and planted more than 30,000 native plant seedlings
- Removed invasive weed species such as Ice Plant, French Broom and Pampas Grass
- Continually removed illegally dumped materials on ESCA properties
- Sponsored a Volunteer Trash Cleanup Day for 2 miles of former Fort Ord roads
- Created a system to report illegal trash dumping

- Removed dilapidated Army structures such as latrines, range towers and training structures.

The ESCA team continues to actively monitor biological resources and track restoration activities on ESCA properties. The ESCA 2016 Annual Natural Resource Monitoring, Mitigation and Management Report was published in January 2017 and can be found in the Army Administrative Record. The ESCA RP provides environmental stewardship on a yearly basis for the ESCA properties through erosion control; managing trespassing and illegal dumping; and performing Army sensitive species monitoring and reporting.

The ESCA RP's robust community engagement and outreach program has been effective in communicating and delivering valuable information concerning safe access, access restrictions, and corridors and program updates via Informal Community Workshops, ESCA updates at FORA Board meetings, Army Community Information Workshops, representation at informational booths at community events, on-site information kiosks, signage at various trailheads, a dedicated ESCA website, newsletters, program brochures, Facebook and Twitter presence, and an ESCA Hotline.

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

Building Removal Efforts

FORA and FORA-Assisted Building Removal History

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

The Army left behind approximately 3,500 buildings that offered little or no use to the civilian community, ranging in age from the 1930s to the late 1980s. These buildings have deteriorated over time, contain various forms of hazardous materials and are frequently target sites for vandalism and illegal dumping in close proximity to various occupied buildings. Jurisdictions

see little or no future uses for the remaining dilapidated buildings as it is cost prohibitive to remodel the structures due to hazardous materials, health and safety and building code issues, and engineering challenges.

Since its inception, FORA has actively pursued understanding former Fort Ord building removal complexities and costs. At the same time, FORA continues to apply lessons learned to manage removal costs while protecting human health and the environment. Since 1996, FORA has removed over 500 World War II (WWII) era wooden structures (approximately 4,000,000 square feet), achieving an approximate 90% building material recycling rate (by weight). Over the course of FORA's building removal program, the potential for job creation and economic recovery through opportunities in deconstruction,

Building Removal Activity History

[illegible]

(Building Removal continued)

building reuse, and recycling were researched, and remediation techniques established that created efficiency and identified cost savings. FORA shared these lessons learned with California State University Monterey Bay (CSUMB) to establish a building removal program for their approximately 330 former Army buildings.

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

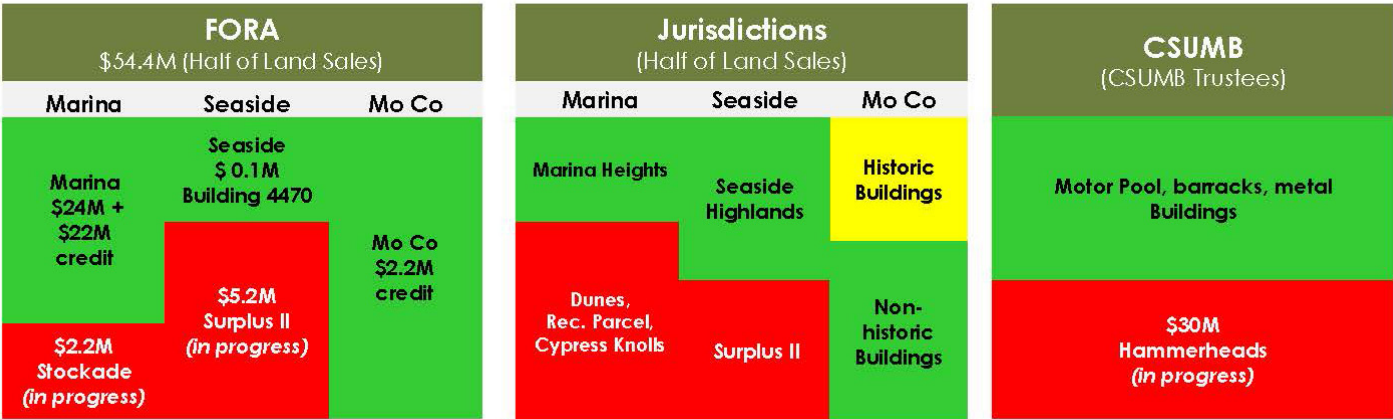
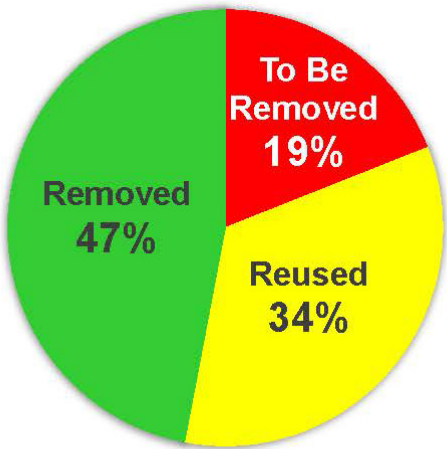
FORA has provided approximately \$48.3 million in funding or land-sales revenue reduction to remove buildings or assist jurisdictions and their land reuse

developers with removal. To date, FORA, CSUMB, the Army’s Residential Communities Initiative and the jurisdictions (with the help of their developers) have coordinated to reuse or remove buildings on the former Fort Ord. The diagram illustrates the status of building reuse and removal on the former Fort Ord.

FORA Building Removal Obligation in the Cities of Seaside and Marina

FORA’s building removal obligation includes City of Seaside owned Surplus II properties, comprised of 50 acres located north of the Defense Manpower Data Center between Gigling and Colonel Durham Roads.

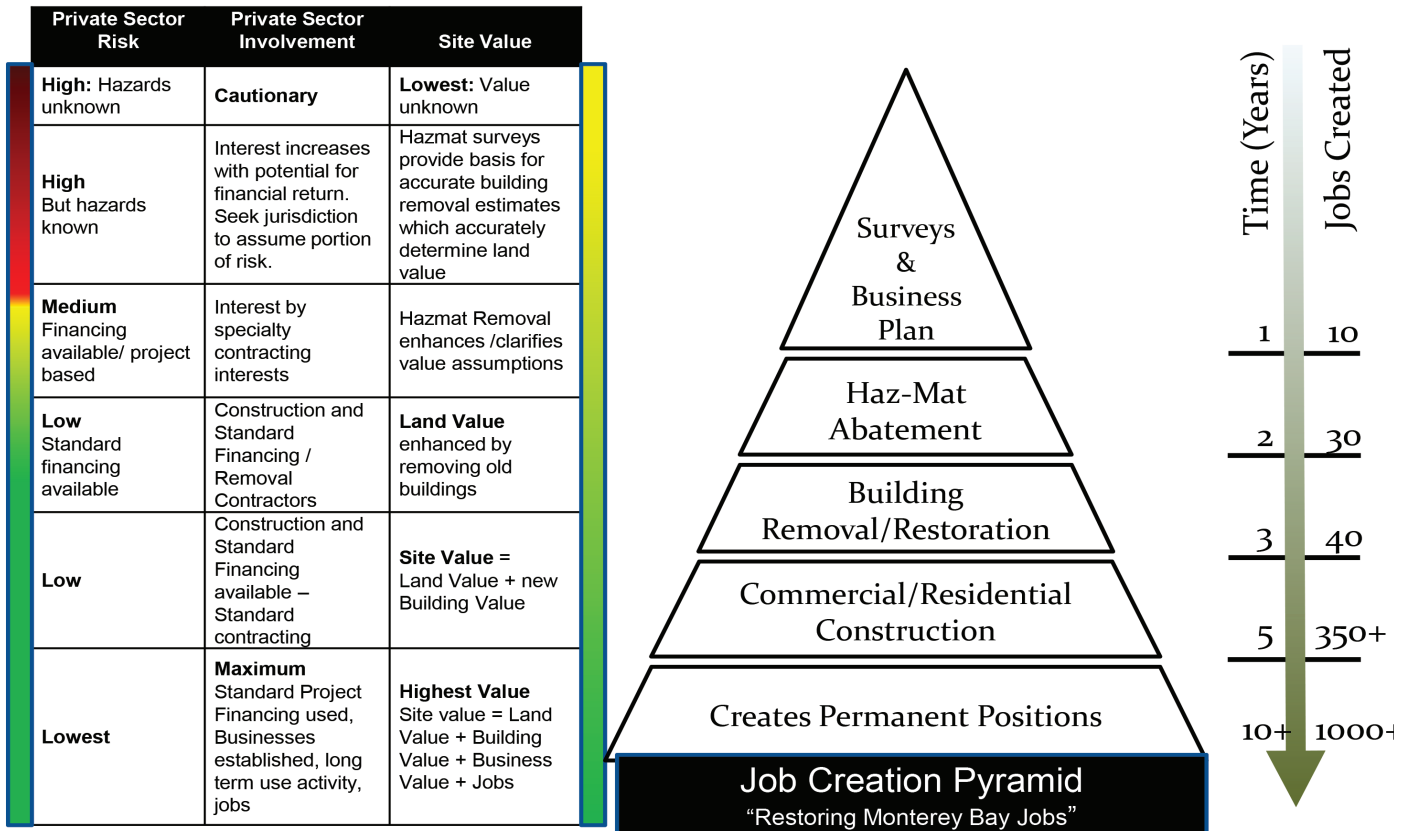
**Reuse/Removal Obligation Status
Buildings left by Army 1994**



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

(Building Removal continued)

Building Removal “Economics”



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

In 2016, FORA hired an Industrial Hygienist to perform HazMat assessment of the Surplus II buildings. FORA staff presented Seaside with the HazMat results, options for proceeding, and an action plan to utilize FORA’s \$5.5M CIP obligation to remove 17 of the 27 Surplus II buildings. Seaside concurred with the action plan. BKF Engineering was hired through a public request for proposal process and is in the process of developing bid documents and specifications to support that action plan. Staff is targeting abatement commencing September 2017, after the migratory bird nesting season.

Similarly, FORA’s building removal obligation also includes City of Marina owned Stockade property,

made up of 13.4 acres located east of the Marina Equestrian Center between 9th Street and Imjin Parkway. Early in 2016, FORA and Marina staff began Stockade removal discussions. In February 2017, the FORA Board awarded an Industrial Hygienist professional services contract to Vista Environmental. Vista completed the Stockade HazMat assessment. In March 2017 the Board awarded BKF Engineering a Services Contract. BKF is developing an engineer’s estimate utilizing Vista’s completed HazMat assessment to determine the cost of Stockade building removal. Staff expects the reports and engineering estimates will be available by September 2017 that will inform future removal efforts.

Habitat Conservation & Management



Habitat Conservation Plan Development

FORA has pursued completion of the Fort Ord Habitat Conservation Plan (HCP) for over 20 years. In FORA's initial effort, FORA requested the U.S. Army combine a 1996 Habitat Management Plan (HMP) Implementing/Management Agreement with the Army's draft HMP.

The Army chose to separate FORA's effort from its own and received approval for its Habitat Management Plan in 1997. Because an HCP is required as part of the reuse process, FORA has subsequently been obligated to process a draft Fort Ord Multispecies HCP along its own track. Completing the HCP will allow U.S. Fish & Wildlife Service (USFWS) and the California Department of Fish & Wildlife (CDFW) to issue Federal and State Incidental Take Permits (ITPs) related to listed species protected under the Federal Endangered Species Act (ESA) and California Endangered Species Act (CESA). Such permits are necessary to implement the Army's HMP habitat management requirements and are integral to reuse and development of former Fort Ord as envisioned in the 1997 Fort Ord Base Reuse Plan.

The HCP provides the framework for ensuring conservation of 8 special status plant and animal species (HCP species)

and the natural communities that support them on former Fort Ord. The HCP incorporates all relevant information from the HMP, and supersedes the HMP as the primary conservation planning document for non-federal recipients of Fort Ord land. It is FORA's hope the high-quality mitigations for HCP species, in combination with establishment and management of HMP habitat reserves where highest densities of special status plants and animals dwell, will ensure species protections in perpetuity.



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

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

FORA provided funding for HCP preparation and funds

(Habitat Conservation & Management continued)

interim habitat management at the UC Fort Ord Natural Reserve (UC FONR). In addition, FORA has dedicated 30.2% of funds collected through its Community Facilities District (CFD) Special Tax/Development Fee to build the UC FONR and Cooperative Endowments. At the end of FY 2016-17, FORA set aside approximately \$11.4 million for these endowments. Assuming the California Department of Fish

The HCP provides the framework for ensuring conservation of 8 special status plant and animal species (HCP species) and the natural communities that support them on former Fort Ord.

& Wildlife (CDFW) certifies an endowment payout rate of 4.5% annually, it is estimated that \$35.3 million remains to fully fund the endowments. If CDFW certifies a lower payout rate of 3% annually, an additional \$19.6 million would be needed to fund the endowments.

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

planning-level cost estimate for HCP implementation and identifies funds to pay for implementation.

Significant work accomplished in FY 2016-17:

- USFWS transmitted a letter on July 29, 2016 to FORA, outlining nine comments for FORA to address in its draft HCP
- FORA and its consultants met with USFWS and CDFW five times to receive guidance and develop an approach to respond to USFWS's comments
- FORA and its consultants addressed the most significant comment: "Any mitigation on the Fort



Ord National Monument must be in addition to BLM's normal activities." This was accomplished through a series of revisions including updating Chapter 4 Impact Assessment to remove reliance on the Fort Ord National Monument preserved acres for the Federal Permit, bolstering resources and mitigation measures for the 8 HCP species, and revising the HCP and its appendices to seek take coverage for 8 HCP species (formerly 19 HCP species) to improve the Federal Permit application.

- FORA and its consultants made revisions and prepared an additional screencheck draft HCP to be distributed for Wildlife Agencies and permittees' review in July 2017

The HCP is expected to be released for public review this year. Visit the FORA website for more information: www.fora.org.

Veterans Cemetery

On October 11, 2016 the California Central Coast Veterans Cemetery (CCCVC), owned and operated by the California Department of Veteran Affairs, held its opening ceremony, consecrated the grounds, and solemnly conducted the first interment. To date there have been nearly 500 interments, closing the awaited final chapter for many Monterey Bay families who have waited so long to place their veteran nearby. However, there are no facilities for in-ground burials. There are many families who have interred their loved one in less hallowed places because this cemetery cannot accommodate them.

George Washington said, “The willingness with which our young people are likely to serve in any war... shall be directly proportional as to how they perceive the veterans of earlier wars were treated and appreciated by their nation.” For veterans, a hallowed resting place among the brotherhood of those who answered the call is a meaningful and important consideration when making the decision to serve. Those honored resting places are national and state veteran cemeteries scattered across the country.

The Central Coast Veterans Cemetery Foundation and others interested in achieving a complete-service cemetery are working to raise matching funds to assure the State will request a grant of almost \$7 million in federal funds to provide for in-ground burials.

This desired next phase of the cemetery got off to a good start when the Central Coast Veterans Cemetery



Foundation received more than \$1.1 million from the estate of Robert and Elayne Stein of Watsonville and \$1.5M recently contributed by the State of California through the efforts of Senator Bill Monning and Assembly member Mark Stone. Those funds will establish most of the matching funds required to secure federal construction dollars to enable the next phase to be built.

Senator Monning commented that the funds “will allow us to accelerate with confidence. I especially want to thank and acknowledge all of our local partners, whose work and leadership have helped bring this dream to fruition including each and every member of our local veterans community and veterans organizations, FORA, the City of Seaside, Monterey County, the Central Coast Veterans Cemetery Foundation, and the Community Foundation for Monterey County.”



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

Veterans Clinic



The Gourley VA-DoD Monterey Bay Health Care Clinic officially opened August 3, 2017.

Working with former Congressman Sam Farr, leadership from the US Veteran's Administration (VA) and Department of Defense (DOD) made a commitment in 2013 to explore innovative approaches to delivering health care to eligible beneficiaries in the Monterey Bay Region. Through a unique and detailed partnership, the new Monterey Health Care Center, began construction in summer 2014 on Fort Ord conveyed land for a fully integrated facility that serves Veterans, active duty military members, and their beneficiaries.

The 150,000 sq. ft., LEED Gold certified facility creates a site that maximizes healthcare professional's ability

to deliver world-class care to patients and their families. The center replaces existing and outdated VA and DOD clinics to provide comprehensive healthcare services to patients in a modern space with improved efficiencies and expanded Veteran and family resources. It will be only the second fully integrated VA/DoD facility in the nation and the first built from the ground up. The clinic will consist of administrative support spaces and medical clinic spaces including primary care, mental health, audiology and speech pathology, podiatry, optometry/ophthalmology and dermatology.

On October 14, 2016, veterans groups, supporters, city and state elected officials joined the U.S. Department of Veterans Affairs and the Department of Defense in celebrating the nearly completed clinic. The United States Secretary of Veterans Affairs, Robert A. McDonald addressed the nearly 400 attendees and dedicated the new outpatient clinic. The Central Coast region looks forward to the grand opening scheduled for August 3, 2017 and expects to begin receiving patients in fiscal year 2017-18.

For more information: http://www.paloalto.va.gov/construction_monterey.asp#sthash.tmcH1XQm.dpuf



Prevailing Wage Program

In 1995 the Fort Ord Reuse Authority (FORA) adopted a prevailing wage policy and the FORA Master Resolution has required that all first generation construction pay its workers prevailing wages. One of the reasons FORA included these provisions in the Master Resolution was to provide an opportunity for local laborers and contractors to bid competitively on Fort Ord projects. Despite these provisions, disputes and litigation have arisen over the use and payment of local labor. Additionally, the State's public works laws have been modified and revised, most recently and significantly provisions in SB 854. The January 2014 legislative revision expanded what constitutes a "public work" and eliminated, for the most part, local compliance programs. FORA amended its Master Resolution in early 2016 to reflect SB 854 provisions requiring contractor registration with the California Department of Industrial Relations (DIR).

In March 2016, the DIR issued an opinion that former Fort Ord projects, to the extent public money was used in construction, were subject to the State's

public works laws, including contractor registration, payment of prevailing wages, hiring of apprentices, and payments into apprenticeship training programs and the filing of certified payroll records. With this new interpretation by DIR that Fort Ord projects are considered public works regulated by the State, a new set of obligations and issues arose for jurisdictions (awarding agencies), developers, contractors, and subcontractors. In order to assist the jurisdictions, the FORA Board elected to enhance its prevailing wage program by hiring a Prevailing Wage Coordinator. The Prevailing Wage Coordinator started at FORA in May 2016.

Over the past year, the Prevailing Wage Coordinator met with multiple stakeholders, including jurisdiction, developer, contractor, labor, union and Department of Industrial Relations representatives. Some of the articulated issues include:

- lack of clarity in applying and complying with the state public works rules;



The Dunes on Monterey Bay housing development in progress.

(Prevailing Wage Program continued)



Eric Rood, Assistant California State Labor Commissioner (pictured here) and Attorney Ken Lau, Department of Industrial Relations lead the Prevailing Wage Seminar in November 2016.

- which prevailing wage rules apply to Fort Ord projects;
- lack of residential prevailing wage rates for many of the trades;
- lack of timely access to certified payroll records;
- lack of staff to handle complaints;
- abuse of the workers (wage underpayment, worker misclassification);
- insufficient local workforce;
- apprentice training fee payments;
- the changing regulatory environment.
- lack of consistency across the former Fort Ord jurisdictions for collecting and reporting data to ascertain and forecast demand for various trades used in the different types of construction occurring at Fort Ord.

This past year, to address consistency, forecast demand for local workers, and monitor compliance with prevailing wage laws, a new software program, Elation, was acquired by FORA and offered for use to the jurisdictions. A new Prevailing Wage resource page was added to the FORA website which compiles Frequently Asked Questions and links to the State's prevailing wage laws. Staff provided quarterly reports to the FORA Board and facilitated an informational public works training in November 2016. Over fifty (50) jurisdiction, labor, contractor, developer and consultant representatives attended. While the training was beneficial, 2016-2017 saw enforcement actions by the State DIR on numerous projects resulting in penalties and assessments against multiple contractors and subcontractors. However, the state did not assess penalties against any of the jurisdictions.

From June 1, 2016 through March 31, 2017, approximately 116,478 worker hours were spent on Fort Ord projects using approximately 1500 workers. Between 30-40% of those workers are reported to be local from the tri-County area (Santa Cruz, San Benito and Monterey).

In June 2017, the State again revised the labor laws by increasing the yearly registration fee for contractors, modifying the minimum project costs to file certified payroll records, and increasing and extending the penalties against those who do not comply with State laws.

FORA Transition Planning

Current California State legislation (Government Code section 67000 and following) states that the Fort Ord Reuse Authority (FORA) will sunset on June 30, 2020, unless there is a change to State law extending this date. Accordingly, FORA staff began meeting with FORA Board members in December 2015, and in March 2016 the FORA Board chair established an ad hoc committee, the Transition Task Force (TTF), to advise the Board on how to proceed with transition planning.

From April to October 2016, the TTF met numerous times to consider information and analysis from staff regarding contractual obligations, outstanding CEQA mitigations (habitat, water and transportation), and munitions and explosives clean up obligations which will still be required post-2020. Staff also addressed the potential risks to be assumed by the jurisdictions and the Central Coast region in the absence of FORA to facilitate implementation. The staff analyses were confirmed by Capital Improvement Plan (CIP) consultants and the TTF took note that the least risk-averse course of action was to extend FORA in order to complete implementation of the Base Reuse Plan and its mitigations. Ultimately, the TTF recommended that the FORA Board proceed on dual tracks: to seek a legislative extension as well as continue with the transition planning process. In November 2016, the FORA Board adopted that recommendation.

In March 2017, the Transition Task Force charge was adjusted to develop consensus on: 1) how to fairly and equitably assign the contractual, financial and CEQA obligations; and, 2) designate the lead agencies that will complete projects to ensure the FORA Base Reuse Plan is implemented. The TTF has met regularly since March 2017, receiving staff recommendations and information on:

- how to fairly and equitably assign remaining post FORA obligations;
- forming consensus on target goals;
- methodology of assignment of financial obligations;



- the outstanding list and potential assignment of post-FORA improvement projects;
- type of revenues available to jurisdictions and/or successor agency to meet and implement outstanding financial obligations; and
- potential successor agencies to implement post-FORA obligations.

The TTF is expected to continue meeting with a target date of November 2017 (or sooner) to provide recommendations to the FORA Board. It is expected that the TTF work, if adopted, will form the basis for a Transition Plan/Agreement for Local Agency Formation Commission (LAFCO) consideration in 2019 to oversee the transition process. Efforts to seek legislative extension of FORA also continue, under the purview of the FORA Board's Legislative Committee.

Property Transfer Report

Fort Ord was listed for closure in the 1991 round of Base Realignment and Closure (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 and decision process. FORA's role in Fort Ord property title transfer is limited, and once completed, FORA will not own or hold interest in lands on the former Fort Ord.

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

Other portions of the surplus property on the former Fort Ord were requested by federal agencies. The Army transferred title to those properties directly to its sister agencies. FORA was not in the chain of title for federal

to federal land title transfers, and these title transfers account for approximately 14,663 acres of the former Fort Ord—mostly to the Bureau of Land Management (BLM) for the Fort Ord National Monument.

FORA, representing the jurisdictions, negotiated an Economic Development Agreement with the Army for other properties on the former Fort Ord. These Economic Development Conveyance (EDC) land title transfers originate with the Army who conveys properties to FORA 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 Environmental Services Cooperative Agreement (ESCA) section of this report, in 2007 FORA was awarded a grant from the Army to remediate Munitions and Explosives of Concern (MEC) on the portion of EDC properties that the Army still had to transfer to FORA. The Governor of California approved the transfer of these EDC properties to FORA to hold during the MEC remediation period, and once remediation is complete and approved by the Army, US EPA, and California DTSC the property will transfer to the jurisdictions as originally planned in the Fort Ord Base Reuse Plan. FORA and the jurisdictions have entered into agreements for the jurisdictions to provide Emergency Services while FORA holds the land.

EDC PROPERTY TRANSFER PROCESS DESCRIPTION:

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

(Property Transfer continued)

- Per FORA/Jurisdiction Memorandum of Agreements Regarding Property Ownership and Responsibilities During the Period of Environmental Services to Remove Munitions and Explosives of Concern executed 2007:

FORA TO JURISDICTION PROPERTY TRANSFER ACTION ITEM CHECKLIST

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

(Property Transfer continued)

SIERRA CLUB AGREEMENT: JURISDICTIONS' DEED NOTIFICATIONS

Background:

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

The FORA/Sierra Club Settlement Agreement contemplated 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 for a preliminary title report to surface these notices.

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

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

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

Status of Deed Notification Compliance by Jurisdiction:

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

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

Former Fort Ord Environmental Cleanup:
www.fortordcleanup.com

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

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



Financial Summary

Fiscal Year 2015-16 Annual Financial Audit

In August 2012, the FORA Board hired Moss, Levy & Hartzheim (MLH) to provide annual financial audit services. Additionally, starting with FY 12-13, MLH also audited the Preston Park housing financial operations – a change from prior years where these audits were performed under a prior housing management contract.

In the FY 13-14 review, the audit work of both the FORA and Preston Park financial operations began in September. The draft Audit Report was completed in November and MLH presented the draft report at the December 1, 2014 Finance Committee meeting.

FORA held title to the Preston Park housing complex since 2000. However, the asset was not recorded in past reports as it was expected to be acquired by the City of Marina. Per the Preston Park Management Agreement, the management company obtained stand-alone audits for Preston Park through 2011. However, the initial value of Preston Park land and buildings was never recorded in these reports. In 2012, MLH advised FORA that accounting principles generally accepted in the U.S. require that those capital assets be capitalized

and depreciated, and determined this capital asset should be included in the owner's financial reports. This was a repeat finding during the FY 15-16 financial audit. As a result, MLH issued a "modified" opinion with respect to the Government-Wide Financial Statements because the value of Preston Park land and buildings had not been recorded. MLH also reported several third-party findings from Alliance Property Management (Alliance) with respect to the Preston Park internal control structure. Alliance management provided response and corrective actions, which MLH accepted. The housing complex is now owned by the City of Marina.

With respect to FORA operations, MLH issued an "unmodified" opinion. There were no findings/questionable costs in the FY 15-16 financial audit concerning FORA's internal control structure. MLH's letter expresses the opinion that the financial statements present fairly, in all material respects, FORA's financial position as of June 30, 2016.

A copy of the annual financial report is available on FORA's website: www.fora.org

Fiscal Year 2016-17 Annual Budget

The Fiscal Year 16-17 budget was reviewed by the FORA Finance Committee (FC) and Executive Committee (EC). The FC found that sufficient funds were available for adoption of the budget, the EC approved a cost of living adjustment (COLA), and the Annual Budget was adopted by the FORA Board on May 13, 2016. The budget included a 3% COLA.

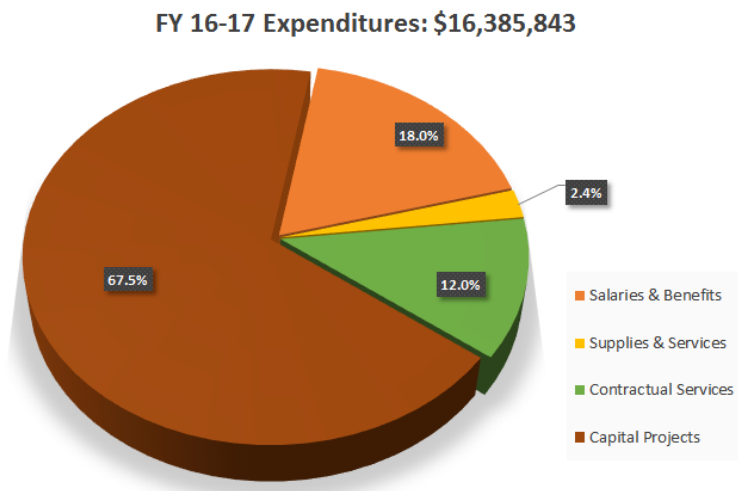
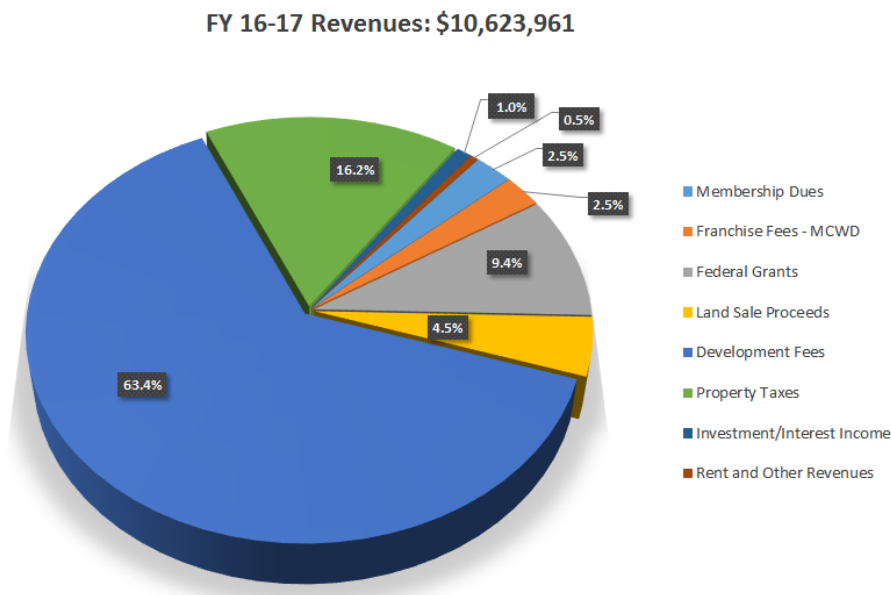
Office/administrative expenditures increased as a result of additional FORA building rental payments which began in May 2016 in accord with terms of the lease agreement with Marina Coast Water District. In addition to FORA's recurring consulting expenses such as the Annual Auditor, Public Information, Human Resources, and Legislative consultants, the budget included: 1) continued designation of funds for California Public Employees Retirement System (CalPERS) pension liabilities through time periods of FORA transition and other obligations, 2) extra payments to CalPERS to reduce the Unfunded Accrued Liabilities; and, 3) prorating the multi-year FORA/Army Environmental Cooperative Agreement

(ESCA) funding to depict upcoming fiscal year expenditures that accurately reflect FORA finances.

The Annual Budget included Capital Improvement Program (CIP) revenues and expenditures summary to provide cohesive representation of upcoming year FORA finances and programs. The itemized CIP projects are dependent on development fee and land sale revenue collection. The major revenue sources in FY 16-17 were developer fees, lease and land sale proceeds, property taxes, and ESCA grant proceeds.

The mid-year budget, approved by the FORA Board on March 10, 2017, made several adjustments to the adopted annual program. Revenues decreased primarily in development fees due to Marina Heights build rate being less than originally projected. Additionally, land sale proceeds decreased as some transactions were deferred to FY 17-18. Expenditures also decreased, primarily due to capital improvement projects deferred to FY 17-18 and reclassification of the HCP Endowment set aside which is not an expenditure but a fund balance designation.

(Financial Summary continued)



FY 2016-17 Mid-Year Budget Summary

Budget Revenues	\$ 8,985,751
Budgeted Expenditures	\$ 9,183,765
Excess Revenues over (under) Expenditures	\$ (198,014)
Beginning Fund Balance (7-1-2016)	\$ 40,989,569
Ending Fund Balance (6-30-2017)	\$ 40,791,556

The complete FY 2016-17 Budget is available on FORA’s website: http://fora.org/Reports/Finance/FORA_BudgetFY16-17.pdf

Reports From the Jurisdictions

County of Monterey

East Garrison Development

At total of 490 homes have been completed and certified for occupancy in the Phase 1 and Phase 2 areas of East Garrison through June 30, 2017, including sixty-five (65) low and very low income rental apartments, 9 moderate-income units, and five Workforce 2 units. This represents 35% of the total 1,400 units planned for this development. To date an additional 89 houses have been permitted and are in various stages of completion.

The six-acre community park known as “Lincoln Park” is nearly complete and scheduled for opening in September 2017.

CHISPA, Inc. has completed design review of the low and very low income rental apartment project in Phase 2 and is actively seeking funds for project construction.

Approval of the Phase 3 Infrastructure Plans, Final Map and Subdivision Improvement Agreement is scheduled for Fall 2017. Construction of the infrastructure for Phase 3 of the development, including a new traffic signal at the intersection of Reservation Road and Watkins Gate Road, is scheduled to begin in the Fall of 2017.

Fort Ord Recreation and Habitat Area (FORHA)

To date, the County has received ownership of 957 acres of an ultimate 1,600 acres of land to be preserved as natural habitat and managed under the future Habitat Conservation Plan (HCP). In addition, the County has received ownership of 284 acres of an ultimate 303 acres of “non-HCP” property which will remain in open space. (The remaining properties are presently owned by FORA and will be transferred to the County in future fiscal years.)

There are existing publicly-used hiking, biking, and equestrian trails throughout these properties, and the County is continuing to develop a trail master

plan for management of these trails in accordance with the policies of the future HCP. Completion of this plan is presently on hold pending approval and implementation of the HCP.

In the meantime, the Monterey Off-Road Cycling Association (MORCA) has received a grant from the Monterey Peninsula Foundation to fund the purchase and installation of “way-finding” trail markers on a portion of this County-owned property. Detailed planning for this project was completed this fiscal year and is scheduled for implementation in the coming year.

California Tiger Salamander Interim Habitat Improvement Project

As part of the 2015 update/renewal of the California Department of Fish & Wildlife (CDFW) §2081 Permit for the East Garrison development, CDFW required the developer to fund a five-year “interim” habitat improvement project on 132 acres of County-owned property pending the anticipated approval and implementation of the HCP. Through a Memorandum of Agreement among the developer, the County, and FORA, the County retained a consulting firm for the project which is now in its second year of implementation, with the most recent survey occurring February 2017.

Circulation and Traffic Improvements

Davis Road Bridge Replacement and Road Widening: The project consists of replacing the Davis Road Bridge and widening Davis Road to four lanes between Blanco Road and Reservation Road. The project will also make improvements at key intersections such as at Reservation Road, Foster Road, and Hitchcock Road. Preliminary engineering and environmental determination for this project is complete and acquisition of right-of-way is ongoing. Once right-of-way work is done, the final engineering plans, specifications, and bid documents will be completed, environmental permits obtained, and the project advertised for bids. Construction of the project is anticipated to begin in 2019.

(Jurisdiction Reports continued)

Successor Agency/Dissolution of Redevelopment

When redevelopment agencies were dissolved state-wide in 2012, the Redevelopment Agency of the County of Monterey owned fifteen properties totaling 343 acres on the former Fort Ord. In prior fiscal years, the Successor Agency transferred three of these properties totaling 153 acres (the “East Garrison II” property) to the County of Monterey. In FY2016-17 the Successor Agency completed transfer of an additional four properties totaling 140 acres (the “Landfill Border” properties) to the County.

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

City of Monterey

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

California State University Monterey Bay (CSUMB)

Construction

- Roundabout at 8th Avenue and Inter-Garrison Road improves vehicle, bicycle and pedestrian safety and enhances traffic circulation on and around the campus.
- 7th Avenue realignment at 8th Street Cutoff/ Inter-Garrison Road now creates a safer, 90 degree, all-way stop intersection and provides separate bike and pedestrian connections.
- 7th Avenue Parking Lot construction (estimated completion August 2017) and A Street vehicle closure began. The goal is to consolidate core parking spaces on the campus periphery and separate pedestrians from vehicles. 100% of project stormwater will be percolated within the project footprint.

Demolition

- 37 buildings and 811,676 square feet removed
- 31,000 tons of material recycled
- On-site water recycling that removes asbestos skim coat reduced project water consumption by 200,000 gallons.

Project planning

- Public Draft Master Plan describes the physical spaces required for the campus to grow from 8,500 to 12,700 full-time-equivalent (FTE) students, with housing for 60% of students and 65% of faculty and staff. Overall, the proposed Master Plan identifies 3 million gross square feet of approved and new building space, 4,500 new student beds, and 460 units of faculty and staff housing that would be converted from existing student housing.

(Jurisdiction Reports continued)

- Student Union project will be 69,151 gross square feet (GSF) and provide space to support student life and activities such as meeting space, open lounges, student government offices, food service, a ballroom, and outdoor social event space. The facility will also house the Cross Cultural Center and the campus bookstore.
- Academic III project will be home to the College of Arts, Humanities and Social Sciences (CAHSS). The project will be approximately 50,760 gross square feet of classrooms, administrative offices, and common/gathering spaces within the campus core and will percolate 100% of stormwater within its building footprint.
- Monterey Bay Charter School (MBCS) is a County of Monterey public, non-profit charter school with 501(c)(3) status. As part of the MBCS goal to support diversity and accessibility, the MBCS project will relocate from its two existing locations in Pacific Grove and Seaside to a more central location on the Monterey Peninsula on the CSUMB campus. The approximately 18-acre site would provide space for approximately 60,000 square feet of classrooms and support facilities and accommodate up to 508 kindergarten through eighth grade (K-8) students, which would allow for the consolidation of the two existing and separate campus locations.
- On-Street bike lane (.12 miles) and intersection sharrows (street markings to indicate where people should preferably cycle) were added to the 7th Avenue intersection realignment project.
- Campus funded Monterey Salinas Transit service was expanded on 3 campus-funded routes.
- Traffic Signage Retro-reflectivity Plan implementation began to ensure compliance with Federal standards and reduce unnecessary campus signage.
- Transportation & Parking Committee was created to address transportation and parking issues.
- Four parking lots (80, 82, 91 and Black Box Cabaret) upgraded to include elements such as lighting, accessible spaces, and widening driveways to accommodate two-way traffic, resurfacing and restriping.

Geographical Information Systems (GIS)

- Emergency Asset Inspection application was created to allow for more efficient field inspection data tracking.
- Emergency Pre-Fire Plans now show all campus buildings, surrounding hazardous and utility shut off locations for emergency responders.
- Digitized storm water infrastructure to support planning for on-site stormwater percolation and regulatory compliance.
- High accuracy digital utilities mapping began to support planning and construction projects.

Sustainability

- Integrated the Living Community Challenge into the Master Plan – The 20 imperatives and 9 petals of the Living Community Challenge build on the existing sustainability elements of the

Transportation

- Zipcar carshare program began and doubled the number of cars available within the first two months to four vehicles. Vehicles were reserved over 1,500 times with over 50,000 miles driven furthering our commitment to provide alternatives to car ownership.
- Bike counter was installed on Inter-Garrison Road to promote and track commuter bike ridership, which totaled over 8,500 trips for the Spring 2017 semester.

(Jurisdiction Reports continued)

Master Plan providing vision and framework to support integration moving forward. They address resource based facilities such as water and energy but also address the beauty, equity and health and happiness aspects that contribute to placemaking.

- Launched Materials Management and Conservation Plan, a comprehensive examination of the materials system on campus (procurement of materials to end use and disposal).
- Greenhouse gas (GHG) emissions were estimated to be 11,874 MTCO₂e and, in the general campus, emissions have decreased as population has increased.
- Led Sessions for the Diversity Learning Series focused on the intersection between sustainability and social justice and equity.

University Corporation at CSUMB

- Salinas City Center (the National Steinbeck Center building) was acquired and will be an Arts and Culture hub for Salinas and the surrounding communities. CSUMB holds Osher Lifelong Learning Institute (OLLI) classes as well as the President's lecture series in the facility.
- Promontory housing project, adjacent to the campus, was acquired by the University Corporation and was subsequently donated to the CSU Trustees.
- Ryan Ranch (former Monterey County Herald building) is occupied by University Corporation administrative staff and staffing for three Department of Education grant projects. It also hosts a robust schedule of OLLI classes.
- CSUMB at North Salinas (former Heald College building) is leased and provides space for a variety of CSUMB classes.

FORA Board of Directors

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1st Vice Chair	County of Monterey Supervisor Jane Parker
Past Chair	Councilmember Frank O'Connell

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

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University of California Santa Cruz	Dr. Scott Brandt
California State University Monterey Bay	Dr. Eduardo Ochoa
United States Army	Colonel Lawrence Brown
Base Realignment & Closure Office	Bill Collins
Monterey Peninsula College	Dr. Walter Tribbley
Monterey-Salinas Transit	Hunter Harvath
Marina Coast Water District	Howard Gustafson

FORA Staff

Executive Office

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

Staff Members

Economic Development Assistant	Gina Archuleta
Principal Planner	Jonathan Brinkmann
Senior Program Manager	Standen Cook
Prevailing Wage/Risk Coordinator	Sheri Damon
Administrative Assistant	Hermelinda Flores
Accountant	Marcela Fridrich
Associate Planner	Mary Israel
Economic Development Manager	Josh Metz
Principal Analyst	Robert Norris
Controller/Finance Manager	Helen Rodriguez
Project Manager	Peter Said
Communications/IT Coordinator	Jen Simon
Administrative Coordinator	Ikuyo Yoneda-Lopez
Program Coordinator	Laura Vidaurri

Acronyms & Abbreviations

ACM	Asbestos Containing Materials
ADC	Association of Defense Communities
AMBAG	Association of Monterey Bay Governments
AOC	Administrative Order on Consent
ARRA	American Recovery & Reinvestment Act
Army	United States Department of the Army
BLM	Bureau of Land Management
BRAC	Base Realignment and Closure
BRP	Base Reuse Plan
CCCVC	California Central Coast Veterans Cemetery
CCVCF	Central Coast Veterans Cemetery Foundation
CDFW	California Department of Fish and Wildlife
CDGS	California Department of General Services
CDVA	California Department of Veterans Affairs
CESA	California Endangered Species Act
CIC	Community Information Center
CIP	Capital Improvement Program
CSUMB	California State University Monterey Bay
DOD	United States Department of Defense
DRO	Del Rey Oaks
DTSC	Department of Toxic Substances Control
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
FEIR	Final Environmental Impact Report
FONR	Fort Ord Natural Reserve
FORA	Fort Ord Reuse Authority
FOST	Finding of Suitability to Transfer
FY	Fiscal Year
HCP	Habitat Conservation Plan
HMP	Habitat Management Plan
HBR	Hierarchy of Building Reuse
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
PLL	Pollution Legal Liability Insurance
PRAC	Post Reassessment Advisory Committee
ROD	Record of Decision
RUDG	Regional Urban Design Guidelines
RUWAP	Regional Urban Water Augmentation Project
SCADA	Supervisory Control and Data Acquisition
TAMC	Transportation Agency for Monterey County
TTF	Transition Task Force
VIAC	Veterans Issues Advisory Committee
USFWS	United States Fish and Wildlife Service
UXO	Unexploded Ordnance
WWOC	Water Wastewater Oversight Committee

