



FORT ORD REUSE AUTHORITY

920 2nd Avenue, Suite A, Marina, CA 93933

Phone: (831) 883-3672 | Fax: (831) 883-3675 | www.fora.org

ADMINISTRATIVE COMMITTEE MEETING

8:15 a.m. Wednesday, March 4, 2015

920 2nd Avenue, Suite A, Marina CA 93933 (FORA Conference Room)

AGENDA

1. CALL TO ORDER

2. PLEDGE OF ALLEGIANCE

3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

4. PUBLIC COMMENT PERIOD

Individuals wishing to address the Committee on matters within its jurisdiction, but not on this agenda, may do so during this period for up to three minutes. Comments on specific agenda items are heard under that item.

5. APPROVAL OF MEETING MINUTES

ACTION

a. February 4, 2015 Administrative Committee Meeting Minutes

b. February 18, 2015 Administrative Committee Meeting Minutes

6. AGENDA REVIEW - MARCH 4, 2015 BOARD MEETING

INFORMATION/ACTION

7. BUSINESS ITEMS

a. Fort Ord Pollution Legal Liability Insurance Policy –
Review Draft Cross Border Claim Agreement

INFORMATION/ACTION

b. Capital Improvement Program Development Forecast Updates

INFORMATION

c. ESCA Update/Long-Term Stewardship Discussion

INFORMATION

d. Marina Coast Water District Proposed Water Augmentation Project

INFORMATION

8. ITEMS FROM MEMBERS

9. ADJOURNMENT

Next Meeting Date: March 18, 2015

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FORT ORD REUSE AUTHORITY
ADMINISTRATIVE COMMITTEE REGULAR MEETING MINUTES
8:15 a.m., Wednesday, February 4, 2015 | FORA Conference Room
920 2nd Avenue, Suite A, Marina CA 93933

1. CALL TO ORDER

Chair Houlemard called the meeting to order at 8:23 a.m. The following were present (**voting members*):

Melanie Beretti, County of Monterey*
Elizabeth Caraker, City of Monterey*
John Dunn, City of Seaside*
Layne Long, City of Marina*
Vicki Nakamura, MPC
Patrick Breen, MCWD
Anya Spear, CSUMB

Chris Placco, CSUMB
Lisa Rheinheimer, MST
Steve Matarazzo, UCSC
Lyle Shurtleff, BRAC
Doug Yount, ADE
Bob Schaffer
Kathleen Lee, Sup. Potter's Office

FORA Staff:
Michael Houlemard
Steve Endsley
Jonathan Garcia
Josh Metz
Lena Spilman
Crissy Maras

Voting Members Absent: Dan Dawson.

2. PLEDGE OF ALLEGIANCE

Elizabeth Caraker led the Pledge of Allegiance.

3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

Chair Houlemard stated that FORA staff had received a good deal of correspondence from the Monterey/Santa Cruz Building and Construction Trades Council regarding recent issues with prevailing wage enforcement on the former Fort Ord and informed the Committee there would likely be significant public input on the issue at the upcoming Board meeting.

4. PUBLIC COMMENT PERIOD

None.

5. APPROVAL OF MEETING MINUTES

a. December 30, 2014 Administrative Committee Meeting Minutes

b. January 21, 2015 Administrative Committee Meeting Minutes

MOTION: John Dunn moved, seconded by Elizabeth Caraker, to approve the minutes, as presented.

MOTION PASSED: Ayes: Dunn, Caraker, Urrutia. Noes: None. Absent: Dawson, Long.

6. FEBRUARY 13, 2014 BOARD MEETING AGENDA REVIEW

Staff distributed a revised February 13th Board meeting agenda and Assistant Executive Officer Steve Endsley reviewed the agenda items. Chair Houlemard invited Committee members to the March 13th California Central Coast Veterans Cemetery Ground Breaking Event, noting that details were not yet available.

Layne Long entered at 8:45 am

The Committee discussed ongoing prevailing wage enforcement issues and provided input regarding materials for inclusion in the Board presentation of the item.

7. BUSINESS ITEMS

a. Capital Improvement Program Development Forecast Updates

Senior Planner Jonathan Garcia stated that the following Thursday was the deadline for submission of development forecasts for the FY 2015/16 Capital Improvement Program, which would be discussed at the next Committee meeting.

b. Fort Ord Trails Symposium Recap

Chair Houlemard stated that the event went very well and was well attended. Associate Planner Josh Metz provided a brief summary of event discussions and discussed the applicability of those concepts to the upcoming Regional Urban Design Guidelines Charrette process.

c. February 2-13, 2015 Fort Ord Design Charrette Overview

Chair Houlemard introduced Regional Urban Design Guidelines Design Team members Bill Lennertz and Jason King, who provided an overview of the charrette process.

8. ITEMS FROM MEMBERS

Chair Houlemard announced that a Celebration of Life would be held for recently departed FORA staff member Jim Arnold on Tuesday, February 10th at Kula Ranch for any who wished to attend.

9. ADJOURNMENT

Chair Houlemard adjourned the meeting at 9:36 a.m.



FORT ORD REUSE AUTHORITY

ADMINISTRATIVE COMMITTEE REGULAR MEETING MINUTES

8:15 a.m., Wednesday, February 18, 2015 | FORA Conference Room
920 2nd Avenue, Suite A, Marina CA 93933

1. **CALL TO ORDER AND ROLL CALL**

Co-Chair Daniel Dawson called the meeting to order at 8:15 a.m.

The following were present (**Voting Members*):

Daniel Dawson, City of Del Rey Oaks*
Elizabeth Caraker, City of Monterey*
John Dunn, City of Seaside*
Layne Long, City of Marina*
Melanie Beretti, Monterey County*
Vicki Nakamura, MPC
Steve Matarazzo, UCSC
Tim O'Halloran, City of Seaside
Anya Spear, CSUMB
Wendy Elliot, MCP

Doug Yount, ADE
Bill Kocher, MCWD
Mike Zellar, TAMC
Andy Sterbenz, MCWD
Kathleen Lee, Supervisor Potter
Chris Placco, CSUMB
Paul Greenway, MNS Engineers
Bob Schaffer
Patrick Breen, MCWD

FORA Staff:
Michael Houlemard
Steve Endsley
Crissy Maras
Stan Cook
Laura Vidaurri
Josh Metz

2. **PLEDGE OF ALLEGIANCE**

Doug Yount led the Pledge of Allegiance.

3. **ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**

FORA Principal Analyst Robert Norris announced the March 13th California Central Coast Veterans Cemetery (CCCVC) Groundbreaking Ceremony at Stilwell Hall on the Ord Military Community in Seaside. Additionally he noted that CCCVC contractors held their pre-construction meeting February 17th and they would continue to meet bi-weekly until construction commenced.

4. **PUBLIC COMMENT PERIOD**

None.

5. **FEBRUARY 13, 2015 BOARD MEETING FOLLOW UP**

Mr. Norris provided an overview of discussion and action at the February 13, 2015 FORA Board meeting.

6. **BUSINESS ITEMS**

c. ESCA Update/Long Term Stewardship Discussion

Item 6c was taken out of order.

ESCA Program Manager Stan Cook and ESCA consultants reviewed the ESCA project and upcoming documents for public review.

a. Fort Ord Pollution Legal Liability Insurance Policy – Review Draft Cross Border Claim Agreement

Executive Officer Houlemard explained that coverage was bound late last year for cross border pollution and munitions claims. He requested that any feedback on the draft agreement be submitted to FORA Senior Planner Jonathan Garcia.

b. Capital Improvement Program (CIP) Development Forecast Updates

Staff explained that the deadline to submit CIP development forecasts had expired and that, to date, the City of Seaside was the only jurisdiction to submit their forecast. Staff stated that if the jurisdictions provided the requested information, an updated spreadsheet would be presented at the next Administrative Committee meeting, in keeping with the goal of presenting a draft CIP at the May FORA Board meeting.

d. MCWD Proposed Desalination Project

Mr. Houlemard introduced interim Marina Coast Water District General Manager Bill Kocher. Mr. Kocher and the Committee discussed what MCWD intended to present at the March FORA Board meeting. The FORA CIP currently included a \$25M obligation toward water augmentation, but a project must be defined, committed to by all parties, and approved by the FORA Board.

7. ITEMS FROM MEMBERS

Supervisor Potter representative Kathleen Lee submitted the Supervisor's request to the FORA Board for review of the Dover Kohl scope of work. John Dunn added that Mayor Rubio requested the same item. Mr. Houlemard agreed that a discussion item would be added to the March agenda.

8. ADJOURNMENT

Co-Chair Dawson adjourned the meeting at 9:55 a.m.

- START -

**DRAFT
BOARD PACKET**



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REGULAR MEETING FORT ORD REUSE AUTHORITY BOARD OF DIRECTORS

Friday, March 13, 2015 at 2:00 p.m.

910 2nd Avenue, Marina, CA 93933 (Carpenters Union Hall)

AGENDA

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **CLOSED SESSION**
 - a. Conference with Legal Counsel - Existing Litigation, Gov Code 54956.9(a) – 2 Cases
 - i. Keep Fort Ord Wild v. Fort Ord Reuse Authority (FORA), Case Number: M114961
 - ii. The City of Marina v. Fort Ord Reuse Authority, Case Number: M11856
4. **ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION**
5. **ROLL CALL**
6. **ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE** INFORMATION
 - a. March 13, 2015 California Central Coast Veterans Cemetery Ground Breaking Celebration
7. **2015 ANNUAL LEGISLATIVE SESSION** (*TENTATIVE*)
 - a. *Report from Congressman Sam Farr - 20th Congressional District* INFORMATION
 - b. *Report from State Senator Bill Monning - 17th State Senate District* INFORMATION
 - c. *Report from Assemblymember Mark Stone - 29th State Assembly District* INFORMATION
8. **CONSENT AGENDA**
 - a. Approve February 13, 2015 Board Meeting Minutes ACTION
 - b. Adopt Salary Schedule for Principal Planner Position ACTION
9. **BUSINESS ITEMS**
 - a. Consider Fort Ord Prevailing Wage Policy and Enforcement INFORMATION/ACTION
 - b. Authorize Executive Officer to Submit I-Bank Proposal INFORMATION/ACTION
 - c. Authorize Economic Development Program Assistance/Support ACTION
 - d. Consider Marina Coast Water District Proposed Regional Urban Water Augmentation Project INFORMATION/ACTION

e. Regional Urban Design Guidelines 101

INFORMATION

10. PUBLIC COMMENT PERIOD

Members of the public wishing to address the Board on matters within its jurisdiction, but not on this agenda, may do so for up to 3 minutes. Comments on agenda items are heard under the item.

11. EXECUTIVE OFFICER'S REPORT

a. Outstanding Receivables

INFORMATION

b. Habitat Conservation Plan Update

INFORMATION

c. Administrative Committee

INFORMATION

d. Post Reassessment Advisory Committee

INFORMATION

e. Regional Urban Design Guidelines Task Force

INFORMATION

f. Veterans Issues Advisory Committee

INFORMATION

g. Water and Wastewater Oversight Committee

INFOMRATION

h. Travel Report

INFORMATION

i. Public Correspondence to the Board

INFORMATION

12. ITEMS FROM MEMBERS

13. ADJOURNMENT

NEXT BOARD MEETING: APRIL 10, 2015

Persons seeking disability related accommodations should contact FORA 48 hrs prior to the meeting. This meeting is recorded by Access Monterey Peninsula and televised Sundays at 9 a.m. and 1 p.m. on Marina/Peninsula Chanel 25. The video and meeting materials are available online at www.fora.org.

FORT ORD REUSE AUTHORITY BOARD REPORT

CONSENT AGENDA

Subject: Adopt Salary Schedule for Principal Planner Position

Meeting date: March 13, 2015

Agenda number: 8b

ACTION

RECOMMENDATION:

Adopt Salary Schedule for Principal Planner as recommended by FORA independent Human Resources (HR) consultant.

BACKGROUND/DISCUSSION:

On February 13, 2015 FORA Board approved reclassification of the incumbent Senior Planner to Principal Planner. In 2011, an independent consultant developed salary ranges for FORA organization and recommended specific range placements for existing staff (approved by the Board in December 2011). As FORA did not have a Principal Planner position at that time, a range for that position was not assigned. Staff conducted a salary survey and asked Avery Associates (FORA's current HR consultant) for review and range confirmation. Avery Associates agreed with staff to recommend range #158 for the Principal Planner position.

Recommended salary range – Principal Planner:

<u>Range #158</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>
	82,972.28	87,120.89	91,476.94	96,050.79	100,853.32	105,895.99

FISCAL IMPACT:

As specified in the Mid-year budget report (approved last month), the maximum annual impact is \$6,100.

COORDINATION:

Avery Associates

Prepared by _____
Ivana Bednarik

Approved by _____
Michael A. Houlemard, Jr.

Placeholder for Item 9a

Consider Fort Ord Prevailing Wage Policy and Enforcement

This item will be included in the final Board packet.

FORT ORD REUSE AUTHORITY BOARD REPORT

BUSINESS ITEMS

Subject:	Authorize Executive Officer to Submit I-Bank Proposal	
Meeting Date:	March 13, 2015	INFORMATION/ACTION
Agenda Number:	9b	

RECOMMENDATION:

Authorize the Fort Ord Reuse (FORA) Authority Executive Officer to submit a California Infrastructure and Economic Development Bank (I-Bank) proposal for the consideration of a \$3M loan to finance completing remaining building removal/clearance obligations.

BACKGROUND/DISCUSSION:

FORA is moving ahead on the Economic Development Administration (EDA) business planning grant application to capture current and past FORA and California State University Monterey Bay (CSUMB) building removal data, evaluate best practices in building removal and develop a business plan for the Cities of Seaside and Marina, the County of Monterey, and others to guide future building removal efforts. The business plan, in combination with the I-Bank loan, will directly lead to clearance jobs, construction jobs and permanent jobs.

Under this I-Bank proposal, FORA will manage the loan funds, but will coordinate all activities with CSUMB, Seaside and Marina. If funded, CSUMB has offered access to data generated through their building removal efforts and will share other information that will provide in-kind support for the loan implementation. The business plan will: 1) review existing data to identify safety hazards and best mitigation practices, 2) survey Seaside buildings to identify environmental hazards and best mitigation practices, 3) meet with current and former Fort Ord building removal contractors, 4) identify best practices for efficient, sustainable and cost-effective deconstruction strategies, and 5) summarize outcomes, identifying and quantifying potential cost savings. It is envisioned that the business plan will assist former Fort Ord jurisdictions (Seaside and CSUMB in particular) and other regional recovery efforts to identify/clarify building removal costs and maximize the amount of buildings that can be removed with limited financial resources. The loan will be applied to a negotiated or bid process to secure a professional private sector firm to complete the remaining building removal obligations.

FORA proposes an eighteen month (18) project schedule and suggests breaking the \$3M loan into two drawdowns of \$2M and then \$1M six (6) months after the first draw. FORA will only use contractors that are qualified and will meet FORA's prevailing wage and job training requirements.

FISCAL IMPACT:

Reviewed by FORA Controller _____

FORA requests an up-to 5-year \$3M I-Bank loan/investment. As collateral for the loan, FORA could pledge tax increment revenues from the coming 5 years – which could also provide the source of repayment. FORA receives 24.5% of tax revenues generated on the former Fort Ord and currently receives about \$1.5M per year from the County of Monterey from this source. Staff time for this item is included in the approved FORA budget.

COORDINATION:

I-Bank, EDA, CSUMB, Seaside, Marina

Prepared by _____
Crissy Maras

Approved by _____
Michael A. Houlemard, Jr.

FORT ORD REUSE AUTHORITY BOARD REPORT

BUSINESS ITEMS

Subject:	Authorize Economic Development Program Assistance/Support	
Meeting Date:	March 13, 2015	ACTION
Agenda Number:	9c	

RECOMMENDATION(S):

Authorize the Executive Officer to utilize Board approved \$250,000 funding to implement the following Economic Development Program:

- 1) hire an Economic Development Coordinator
- 2) join the Monterey Bay Economic Partnership at \$10,000 level
- 3) reassign staff resources to support economic development activities
- 4) collaborate with the California State University Monterey Bay (CSUMB) Institute of Innovation and Entrepreneurship Development for related program support, and
- 5) recruit local agency assistance with job training and neighborhood participation in economic development programs.
- 6) form a FORA Economic Development Committee as a subset to the existing Monterey County Economic Development Committee, to include representatives from CSUMB, the County of Monterey/jurisdictions, and business and community organizations.

BACKGROUND/DISCUSSION:

The 2012 Base Reuse Plan Reassessment process revealed public concern that the employment and other economic goals of the Base Reuse Plan were lagging behind and required attention. In response, staff proposed a new Economic Development Specialist position. The Fort Ord Reuse Authority (FORA) Finance Committee, Executive Committee and Board reviewed the proposal last spring, and on June 20, 2014, the FORA Board approved the position. Staff completed a recruitment, but was ultimately unsuccessful in retaining a qualified candidate under the approved terms of employment. The Board then authorized the Executive Officer to enter into an agreement for service with the Monterey Bay Economic Partnership to provide comparable economic development services, but the agreement was withdrawn. The attached Ford Ord Economic Development Business Plan (**Attachment A**) provides a review of economic development program alternatives and staff's recommendation (noted above) to address the ongoing need to support regional and local economic development efforts.

FISCAL IMPACT:

Reviewed by FORA Controller _____

The Board approved up to \$250,000 funding for the Economic Development Specialist and economic development under the FY 14-15 Mid-Year Budget item at the February 13, 2015 Board meeting.

COORDINATION:

Authority Counsel, Executive Committee, CSUMB.

Prepared/Approved by: _____
Michael A. Houlemard, Jr.



FORT ORD REUSE AUTHORITY

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Attachment A to Item 9c
FORA Board Meeting, 3/13/15

DRAFT FORT ORD REUSE AUTHORITY ECONOMIC DEVELOPMENT BUSINESS PLAN

I. EXECUTIVE SUMMARY

This Draft Fort Ord Reuse Authority (FORA) Economic Development Business Plan (Business Plan) has been prepared by FORA staff to recommend economic recovery/development actions for consideration by the Board of Directors.

II. DEFINITION OF ECONOMIC DEVELOPMENT

The California Association of Local Economic Development (CALED) explains that,

“from a public perspective, local economic development involves the allocation of limited resources – land, labor, capital and entrepreneurship in a way that has a positive effect on the level of business activity, employment, income distribution patterns, and fiscal solvency.” (taken from www.caled.org)

For the purposes of this Business Plan, the term “economic development” is defined as coordinated, collaborative regional recovery from the closure of the former Fort Ord, focused on small business assistance and job creation through connecting education/research to existing or future businesses, generating targeted job placement programs for the under/unemployed, advocating for sustainable physical improvements, and advancing policy and technical support for jurisdictional recovery.

III. WHY IS ECONOMIC DEVELOPMENT IMPORTANT?

Economic development is about building healthy economies and communities. Some of the ways economic development can help strengthen region/local economies and communities include:

- Business Attraction – the Fort Ord Base Reuse Plan (BRP) assumed much of the economic recovery from base closure would be achieved through new enterprises

relocating to the former Fort Ord. So far, this assumption has proven inaccurate. A new and more focused business recruitment effort could still yield results by focusing on emerging centers like Ryan Ranch and deepening connections to California State University Monterey Bay and other regional research institutions.

- Business Retention – increased focus on existing enterprise retention through technical and regulatory support would benefit our local and regional economies. For example, retention of the region’s current military and educational missions would protect a \$1.5B annual contribution to the regional economy.
- Job Creation/Business Startups - economic development can provide better wages, benefits, and opportunities for advancement. Job creation is vital to retaining local talent and young professionals that have been, according to several economists, leaving the Monterey Bay region. Supporting local new businesses has been proven as the single best way to create local jobs while increasing entrepreneurial opportunities or spinoffs.
- Increased Tax Base - effective economic development results in increased values/property tax and elevated sales. The additional revenue supports, maintains, and improves infrastructure, such as roads, parks, libraries, and municipal services.
- Economic Diversification - a diversified economic base helps expand the local economy and reduces a community’s vulnerability to a single business sector. Tourism, education/military, and agriculture are the primary components of the Monterey region’s current economic base and increasing diversity would strengthen/smooth out low yields in any one of those areas.
- Self-sufficiency - a stronger economic base could reduce the dependency of public services on shifting intergovernmental influences/alliances and changes in political representation.
- Productive Property Use – utilizing property for its “highest and best use” maximizes property value and revenues for jurisdictions. For instance, highest and best use could result in linking open space areas of the Monterey Bay region in order to foster tourism and compliment agriculture. It would be best to define this as the highest and most effective use that maximizes value.

- Quality of Life - increased local tax dollars and jobs raise the economic tide for the entire community, including resident's overall standard of living.
- Local Product Recognition - successful economic development often occurs when locally produced goods are consumed in local markets. The Monterey Bay region is already internationally recognized in many sectors, including tourism, food and agriculture, marine science and production, consumer goods, health and wellness, and others. The new communities, educational centers, and future business products/services that will emerge on the former Fort Ord can use this established recognition as a base for growth and competitive marketing advantage.

IV. BACKGROUND - ECONOMIC DEVELOPMENT

Over the course of the past year, FORA has undertaken an effort to initiate an Economic Development Program that supports the principles and goals of the BRP. This effort was generated in response to the widely expressed concerns from citizenry and elected officials during the 2012 BRP Reassessment. As a follow up to those comments, many Board members and speakers at the Fort Ord Reuse Colloquium suggested strengthening Fort Ord job creation activities and developing a program of enhancing the intellectual property transfer and elevating economic development connections to benefit the overall recovery program. In direct response, staff proposed a new Economic Development Specialist position, which the FORA Finance Committee, Executive Committee, and Board reviewed in spring 2014. The Board included accountability and performance measures to determine the success of such a position and limited funding to two years. On June 20, 2014, the FORA Board approved a new Economic Development Specialist staff position with a total salary/benefits/support package not to exceed \$164,000.

The recruitment effort yielded moderate interest and fifteen completed applications. Four applicants were advanced for interviews by a panel comprised of representatives from local jurisdictions, educational institutions, and business communities. After completion of the interview process, the top ranked candidates declined the position (elected not to accept or not respond). They expressed reservations about the compensation level, the employment term limitations, and the short timeframe for performance assessment.

Staff coordinated with members of the interview panel and explored alternatives to address this unsuccessful recruitment effort. At this time, representatives of the Monterey Bay Economic Partnership (MBEP) suggested FORA consider acquiring economic development services through investment in the MBEP as a major contributor. MBEP would provide data organization/stewardship and opportunity site reporting, and would serve as a clearing house for economic development and job creation opportunities. At the December 12, 2014 FORA Board meeting, the Board authorized the Executive Officer to execute an agreement, not to exceed \$100,000, to join the MBEP. During the hearing, the Board requested staff to include reports and success metrics as a component of the agreement. FORA staff met with MBEP representatives to discuss and clarify the requested reporting and metrics. Ultimately, MBEP indicated their desire to move forward cooperatively, but independently.

V. EXISTING ECONOMIC DEVELOPMENT PROGRAMS

A. Local Municipal Programs

- County of Monterey
 - . Economic Development Department
 - . Economic Development Advisory Committee
 - . C²: Competitive Clusters (*see Regional Collaborations*)
- City of Seaside
 - . Community and Economic Development Department
 - . Economic Advisory Committee
 - . Seaside Chamber of Commerce
- City of Marina
 - . Marina Chamber of Commerce
- City of Monterey
 - . SWOT Contract for retaining military missions

- City of Pacific Grove
 - . Community & Economic Development Department
- City of Carmel-by-the-Sea
 - . Carmel Chamber of Commerce
- City of Salinas
 - . Economic Development Department

B. Regional Collaborations

- Monterey Bay Economic Partnership (MBEP)

The MBEP consists of public, private and civic entities located throughout the counties of Monterey, San Benito and Santa Cruz guided by a team of economic development professionals providing services to existing businesses in the region, start-up and entrepreneurial enterprises, and companies considering expansion/relocation to the region.

- Monterey County Business Council

An alliance of business executives and professionals providing collaborative leadership to help individuals from business, government, education, and the community work together on countywide issues.

- C²: Competitive Clusters

A joint effort between the Monterey County Business Council and the County of Monterey that emphasizes collaboration with the private sector to formulate strategies that support/enhance the competitiveness of the County's main industry clusters to stimulate job creation and strategic infrastructure improvements.

- Monterey Peninsula Chamber of Commerce

Probably the most active Chamber of Commerce in the region with respect to business development/retention. Assists in the marketing of Peninsula businesses, oversees business recognition and community leadership acknowledgement.

- Monterey County African American Chamber of Commerce
Focuses on business advocacy for its primarily African American membership – but also works with jurisdictions and corporate sector to seek opportunities for African American owned business. Affiliates with the California African American Chamber and sponsors the Black expo.

- University of California Monterey Bay Education, Science, and Technology Center (UC MBEST)
Created to foster the collaborative and cooperative interaction between public and private education and research institutions, government research agencies, private business, and policy makers in productive alliances.

- CSUMB Institute for Innovation and Economic Development (IIED)
Sponsored by the U.S. Economic Development Administration, the Institute is a collaboration between University and the Monterey County Business Council. The IIED looks within the university and local research institutions to establish projects that assist students, investors, and entrepreneurs in successful internships, resources, and project development.

- Cabrillo College Small Business Development Center
The SBDC works looks within the college to provide assistance to small business in the Monterey Bay Region – primarily in Santa Cruz County.

VI. FORMER FORT ORD ECONOMIC DEVELOPMENT NEEDS

The BRP calls for the recovery program to create +/- 15,000 jobs to replace regional jobs that were lost when the US Army downsized its presence in the region through the closure of Fort Ord. Those jobs were targeted to be a full range of pay scales, emphasizing middle income and higher income positions through advancing research and other skilled technical jobs. For example, the UC MBEST was originally intended to be a major employment center on the former Fort Ord, but the program was unsuccessful in achieving its promise of an active university research park at the entry to the Marina Municipal Airport. While the UC MBEST undertaking may still accomplish some of its economic development potential, the full scale of the initial program is not

expected in the foreseeable future. Resources available to the University Of California Santa Cruz in this endeavor are scarce, and without some significant assistance expectations should be limited.

VII. ALTERNATIVES

Economic recovery from the closure of Fort Ord remains a critical and necessary FORA focus. As a result of the challenges faced in the first two efforts to secure economic development services, several alternatives have been indentified to address the gap in economic development support for the former Fort Ord:

1. A) Economic Development Specialist (Staff Position or Consultant)

Re-initiate the Economic Development Specialist position advertisement and extend the search to other states/ regions for a Certified Economic Developer Purchase national executive search firm assistance and increase the compensation/Board directed term limitations. The approved budget has added an additional amount to the Board's flexibility that could be used to increase compensation – which could close the gap in the last year's recruitment failure.

Previously approved Economic Development Specialist job description is included as **Exhibit A**.

<<Insert Budget>>

B) Reconfigure Economic Development Staff Position

Reconfigure the Economic Development Specialist position advertisement for an Economic Development Coordinator, eliciting recruitment help from multiple sources. The Coordinator position would be more focused on the need for a) web-based, data focused and technology driven support, b) incentive packages/governmental assistance grants/loans, c) provide staffing to an advisory body of the stakeholder jurisdictions/agencies/chambers involved in the regional economic recovery programs. Supplement the work of this “new” position by collaborating with/funding the CSUMB request for financial support for the Small Business Development Center and the Institute

for Innovation and Economic Development. No increase to previously approved compensation levels or Board directed term limitations. However, if there were sufficient funds to support others while having an in-house person to provide regular advocacy, small business connections, monitoring research opportunities, link with Chambers and business councils, while working cooperatively with CSUMB's Institute for Innovation and Economic Development.

The proposed draft Economic Development Coordinator job description is included as **Exhibit B**. CSUMB Institute for Innovation and Economic Development Informational materials are included as **Exhibit C**.

<<Insert Budget>>

2. Economic Development Staff Position & Consulting Firm

Similar to Alternative 1B (above), reconfigure the Economic Development Specialist position advertisement for lower-level economic development support, eliciting recruitment help from multiple sources. The position would be more focused on the need for web-based, data focused and technology driven support to the regional economic recovery programs rather than a high level Specialist/Leader approach. Supplement the work of this "new" position by contracting with an economic consultant and/or web savvy consulting firm to provide improved FORA web support for jurisdictions economic development.

Solicit consultant proposals to perform support functions for the Economic Development Specialist and the related support that would be required by conducting a selection process for consultant services. Last year the Board members felt this approach did not have sufficient accountability and a consultant might be less invested in the outcome than an in-house program. An alternative is possible to have a consultant to perform all of the defined duties – reporting to a FORA staff member under reorganization if the Board were to change its concern for the accountability issues expressed in 2014.

<<Insert Budget>>

3. No Action

In staff's opinion this alternative is the status quo. The agencies and jurisdictions are not yet benefitting from the economic turnaround and are not funded to provide this supplemental focused work. No action would mean relying on the already stressed economic development network and those agencies included herein to pick up the mantle to advance Fort Ord job creation recovery work as originally envisioned. That seems unlikely at this point.

VIII. RECOMMENDATION

As we recently heard during the Monterey Bay Economic Summit and during the Regional Urban Design Guidelines Work In-Progress Presentation, the success of future economic development largely depends on dynamic business growth. Business methodologies, concepts, marketing, and technologies have evolved significantly in recent years. The growth of new communication modes has yielded new data driven business models, channels, products, and services. Bringing those opportunities to jurisdictions and businesses involved in former Fort Ord job centers is desirable and will generate knowledge/expertise about available resources and tools to assess the regional entrepreneurial economy. We propose a top professional that can enhance the start-up economy, channel to sources for enhancement, and tap into "big data" and administrative records to understand business formation and technology commercialization (Alternative 1A).

Our regional public sector leadership and economic development supporters understand the value of reliable data to inform investment decisions. However, much data is gathered on an ad hoc basis or stored in 'information silos' and needs to be "mined" for the benefit of the region. The County Economic Development Commission and MBEP are doing some of that on a broader scale. A FORA professional would support that work in coordination to assure opportunities are realized for the former Fort Ord. The goal would be to help jurisdictions by providing data and underlying trends through utilizing web-based information management so that managers/businesses can monitor and respond to questions about investment impacts and site inquiries. This is

the clear and emerging path taken by some leading regions and is a “best practice” in gathering and maintaining information about economic development programs and in making informed business investment decisions.

Several current FORA staff members would assume varying levels of support activity for Economic Development efforts. In addition to the Executive Officer, the Assistant Executive Officer/Principal Analyst, Senior Planner, and Public Information Consultant would play a role in assuring the successful implementation of the program.

Staff also recommends formation of a FORA Economic Development Committee as a subset to the existing Monterey County Economic Development Committee. Committee membership would include representatives from CSUMB, the County of Monterey/jurisdictions, and business and community organizations.

IX. IMPLEMENTATION

To complete this effort staff would need to implement an Economic Development Program with some key benchmarks and goals for Board consideration. The goal would be to implement an action plan for moving forward and to create metrics for Board review of economic development progress.

- 1. Initiate/Implement the recruitment** of an Economic Development Specialist/Coordinator and complete staffing reorganization (30-60 days). Reorganize/reassign existing staff to initiate economic development work immediately. Expand existing online presence/cultivate new economic development focused web hub in-house – saving time, money and overhead involved in managing wieldy multi-month recruitment and contracting process.
- 2. Complete the hiring process or the contracting and reorganization.**
- 3. Solicit Information and project development knowledge** through meetings with stakeholders/jurisdictions.

4. **Meet with CSUMB's senior staff and other educational leadership** (UC, MPC, MIIS, NPS, etc.) to discuss their 5-Year plans for research and development that may link for new jobs/business attraction.
5. **Meet with all jurisdictions** including local economic development staff and political leaders to discuss educationally-related, hospitality/tourist, or agricultural technology job creation opportunities.
6. **Attend International Economic Development Council (IEDC) meetings** to sustain a national focus and links beyond the central California marketplace.
7. **Propose a Strategic Outreach Plan** to the FORA Board in June/July 2016, based on existing priorities of education, hospitality, ag tech, and environment/recreation, in addition to new ideas identified in first 60-days.
8. **Advance/utilize the Fort Ord National Monument** to encourage "people participation" at the former Fort Ord, including participation in regional trail planning.
9. **Coordinate with regional military leaders and impacted jurisdictions** to explore means to enhance and sustain existing military missions in order to build and expand economic opportunities, veterans programs, and family support groups.
10. **Meet with national contacts** in the areas of finance and development to explore other successful methods for business attraction that may be helpful to the former Fort Ord recovery/Monterey Bay region.



FORT ORD REUSE

920 2nd Avenue, Suite A, Marina, CA
Phone: (831) 883-3672 | Fax: (831) 883-3673

Exhibit A to Attachment A

Item 9c

FORA Board Meeting, 3/13/15

JOB DESCRIPTION

Position: Economic Development Specialist

Working Title: ED Specialist

FLSA Status: Exempt

Date: June 20, 2014

Classification Summary:

This position will perform economic development services in support of the recovery from former Fort Ord closure and will create, promote and elevate educational and research based business development. These responsibilities are to be accomplished through implementing the Fort Ord Reuse Authority's (FORA's) educational, agricultural, environmental, recreational, and hospitality regional job development programs as may be identified in the 1997 Fort Ord Base Reuse Plan and the 2012 Reassessment Report. Job Responsibilities include recruiting/attracting new businesses, aiding existing business expansion, and supporting efforts to strengthen/retain the Monterey Bay Region's military missions including the Naval Post Graduate School, Fleet Numerical Meteorology and Oceanography Center and Presidio of Monterey/Defense Language Institute.

The employee will create and maintain information resources and databases and prepare reports and quantifiable analyses in coordination with the educational institutions and political jurisdictions (University of California and California State University, and former Fort Ord cities/County of Monterey) focused on the regional recovery from the closure of the former Fort Ord. This employee will report to the Executive Officer and will work with the Principal Analyst for general assignments and duties.

Essential Functions:

The following is not intended to be an exhaustive list of all responsibilities, duties and skills – but is intended to accurately reflect the required/expected responsibilities of this job classification. FORA employees are responsible for all other duties as assigned.

- Perform economic development and support work to implement FORA's policy to generate or broaden educationally based, recreationally supportive and environmental/agricultural/tourist industry focused research, development and commercial jobs;
- Expand connectivity between the educational institutions/military missions and the regional light industrial base and businesses;
- Initiating planning, research, and marketing efforts to attract new industries and businesses to Fort Ord and assist in the expansion of existing businesses;
- Prepare economic and other analyses to assist/recruit businesses in site/market research and to provide information regarding applicable taxes/ fees, development, and related information - providing reports and deliverables as instructed by the Board/Executive Officer;
- Assist existing businesses in preparing marketing and revitalization programs;
- Provide site specific information to businesses interested in locating to California and coordinate inquiries with local economic development professionals;
- Serve as FORA liaison for local and regional economic development, including retail, business, marketing, Chambers of Commerce, Monterey Bay Business Council, Monterey Bay Economic Partnership, and related associations, and at meetings, conferences, and trade shows;
- Coordinate with County and jurisdictional efforts to retain the Monterey Region's military mission;
- Coordinate with state, federal, and regional sources and business development agencies to assist in business expansion and entrepreneurial development;

- Connect/coordinate with regional web-based and other small business development agencies/businesses.
- Maintain records and data bases of business prospects and contacts to track/monitor success;
- Present oral and written reports to FORA member agencies, the FORA Board of Directors, economic development interest groups, other interested parties and groups, and the public;
- Perform work duties and activities in accord with FORA safety policies and procedures;
- Follow FORA-wide safety policy and practices and adhere to responsibilities concerning safety prevention, reporting, and monitoring, as outlined in the FORA's Employee Policies/Handbook.
- Coordinate with regional work force development Boards/Commissions.

Knowledge, Skills and Abilities:

Knowledge of:

- Importance of clusters in local/regional economic development
- Principles, procedures, and strategies of economic and community development/analysis in a governmental environment;
- Planning and zoning, demographics, economic trends, forecast, data collection and management, and market shift impacts;
- Marketing and research methods, statistical and financial analyses and presentation, database development/maintenance;
- Regional business retention principles and methodology;
- Computer software/applications used in land use and economic planning and data collection/management;
- Real estate development procedures an impact of permitting on business processes; and
- Workforce development principles and relationship to economic development.

Experience:

- Evaluating/recommending appropriate business site locations and expansions;
- Providing technical economic development assistance to businesses, business organizations, and community groups;
- Proven track record in attracting employers and linking education to economic opportunities.
- US Department of Defense military missions relationship to economic development;
- Analyzing and implementing economic development marketing concepts;
- Demonstrated knowledge of Central California's agricultural/environmental industry and other science and technology issues, programs, and sources; and
- Experience evaluating, developing, and implementing technology based businesses.

Ability to:

- Follow written and oral instructions;
- Read and interpret economic, marketing, statistical, and analytical documents research material, blueprints, and maps;
- Work independently with Microsoft word and excel software; prepare oral, written, and graphic reports, documents, brochures, pamphlets, maps, and related planning and economic development documentation;
- Plan and implement economic development programs and marketing strategies;
- Operate standard office equipment, including a personal computer using program applications appropriate to assigned duties;
- Communicate effectively and establish and maintain effective working relationships with the public, developers, customers, citizen groups, and other employees.

Supervision Received: The work is performed under the direct supervision of the Executive Officer, and will make a progress report to the FORA Board in summer 2015.

Supervision Exercised:

Administer consultant/vendor services contracts; Intern(s)

Minimum Qualifications:

Bachelor's Degree in Economic Development, Planning, or a related field; and four (4) to six (6) years experience in economic development, marketing, or a related field; and Valid California Driver's License; or any equivalent combination of experience and training which provides the knowledge and abilities necessary to perform the work.

Desirable Qualifications:

Ideal incumbent possesses a major university/college postgraduate degree in economics/business administration/marketing or related field and 7-10 years of economic development experience.

Work Environment:

The primary duties are performed in a public office-building environment with some field assignments.

Essential Physical Abilities:

Sufficient clarity of speech and hearing, with or without reasonable accommodation, which permits the employee to discern verbal instructions, use a telephone, and communicate with others; sufficient visual acuity, with or without reasonable accommodation, which permits the employee to comprehend written work instructions and review, evaluate, and prepare a variety of written material, documents and materials; sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate standard office equipment and computer systems and to make adjustments to equipment; sufficient body flexibility and personal mobility, with or without reasonable accommodation, which permits the employee to work in an office setting.

Compensation:

Salary range is to be consistent with the qualifications of the candidate and consistent with similar positions in the Central Coast/Northern California Region. This is to be a full time position for two years and as such qualifies for full retirement and employee benefits. The position may be extended beyond the two year time limit only by action of the FORA Board. The employment is "at-will."

Acknowledgment:

I verify that I have received a copy of the job description and I understand the requirements of this position.

Employee Printed Name
Signature

Employee
Date

Approved By:

FORA Executive Officer

Date



FORT ORD REUSE AUTHORITY

920 2nd Avenue, Suite A, Marina
Phone: (831) 883-3672 | Fax: (831)

Exhibit B to Attachment A

Item 9c

FORA Board Meeting, 3/13/15

DRAFT ECONOMIC DEVELOPMENT COORDINATOR JOB DESCRIPTION

Job Group: Exempt Professional

Effective Date: _____

Classification Summary:

This position performs economic development recovery services promoting educationally and research based business creation, counsels small local enterprises to enhance their reach and profitability, soliciting and supporting businesses to locate on the former Fort Ord, aiding existing businesses in expansion, supporting efforts to strengthen and retain the Monterey Bay Region's military mission including the Naval Post Graduate School, Fleet Numerical Meteorology and Oceanography Center and Presidio of Monterey/Defense Language Institute/Ord Military Community. These responsibilities are to be accomplished in connection with the Fort Ord Reuse Authority's (FORA's) regional program to create educational, agricultural, environmental, recreational, and hospitality based jobs as may be identified in the 1997 Fort Ord Base Reuse Plan.

The Economic Development Coordinator will create and maintain information resources and databases and prepare reports and quantifiable analyses in coordination with the educational institutions and political jurisdictions (University of California and California State University, and former Fort Ord cities/County of Monterey) focused on the regional recovery from the closure of the former Fort Ord. This employee will report to the Executive Officer and works with the Senior Planner to complete certain assignments/duties.

Essential Functions:

The following lists responsibilities, duties and skills – but is not intended to completely reflect the required/expected obligations of the Economic Development Coordinator. FORA employees are expected to be responsible for "other duties as may be assigned."

- Coordinate economic development and support work to implement FORA's policy to generate or broaden educationally based, recreationally supportive and environmental/agricultural/tourist industry focused research, development and commercial jobs;
- Expand connectivity between the educational institutions/military missions and the regional light industrial base and businesses;
- Initiate planning, research, and marketing efforts to attract new industries and businesses to Fort Ord;
- Prepare economic and other analyses to assist/recruit businesses in site/market research and to provide information regarding applicable taxes/ fees, development, and related information - providing reports and deliverables as instructed by the Board/Executive Officer;
- Assist/counsel existing businesses to expand grow their business by aiding in their use of marketing, outreach, financing and revitalization programs;
- Provide site specific information to businesses interested in locating to California and coordinate inquiries with local economic development professionals;
- Serve as FORA liaison for local and regional economic development, including retail, business, marketing, Chambers of Commerce, Monterey Bay Business Council, Monterey Bay Economic Partnership, and related associations, and at meetings, conferences, and trade shows;
- Coordinate with County and jurisdictional efforts to retain the Monterey Region's military mission;
- Coordinate with state, federal and regional sources and business development agencies to assist in business expansion and entrepreneurial development;
- Maintain records and data bases of business prospects and contacts to track/monitor success;

- Present oral and written reports to FORA member agencies, the FORA Board of Directors, economic development interest groups, other interested parties and groups, and the public;
- Perform work duties and activities in accord with FORA safety policies and procedures;
- Follow FORA-wide safety policy and practices and adhere to responsibilities concerning safety prevention, reporting, and monitoring, as outlined in the FORA's Employee Policies/Handbook.
- Coordinate with regional work force development Boards/ Commissions.

Knowledge, Skills and Abilities:

Knowledge of:

- Importance of clusters in local/regional economic development
- Principles, procedures, and strategies of economic and community development/analysis in a governmental environment;
- Planning and zoning, demographics, economic trends, forecast, data collection and management, and market shift impacts;
- Marketing and research methods, statistical and financial analyses and presentation, database development/maintenance;
- Regional business retention principles and methodology;
- Computer software/applications used in economic planning and data collection/ management;
- Social and Digital Media strategy/utilization;
- Real estate development procedures an impact of permitting on business processes; and
- Workforce development principles and relationship to economic development.

Experience:

- Evaluating/recommending appropriate business site locations and expansions;
- Providing technical economic development assistance to businesses, business organizations, and community groups;
- Demonstrated ability to attract employers and to link education/research to economic development/business expansion opportunities.
- Understanding Department of Defense military missions relationship to economic development;
- Analyzing and implementing economic development marketing concepts;
- Demonstrated knowledge of Central California's agricultural/environmental industry and other science and technology issues, programs, and sources; and
- Experience evaluating, developing, and implementing technology based businesses.

Ability to:

- Follow written and oral instructions;
- Read and interpret economic, marketing, statistical, and analytical documents, research material, blueprints, and maps;
- Work independently with Microsoft Word and Excel software; prepare oral, written, and graphic reports, documents, brochures, pamphlets, maps, and related planning and economic development documentation;
- Plan and implement economic development programs and marketing strategies;
- Operate standard office equipment, including a personal computer using program applications appropriate to assigned duties;
- Communicate effectively and establish and maintain effective working relationships with the public, developers, customers, citizen groups, and other employees.

Supervision Received: The work is performed under the direct supervision of the Executive Officer, and will make quarterly progress reports to the FORA Board.

Supervision Exercised:

Administer consultant/vendor services contracts; Intern(s)

Minimum Qualifications:

Bachelor's Degree in Economic Development, Planning, or a related field; and four (4) to six (6) years experience in economic development, marketing, or a related field; and Valid California Driver's License; or any equivalent combination of experience and training which provides the knowledge and abilities necessary to perform the work.

Desirable Qualifications:

Ideal incumbent possesses a major university/college postgraduate degree in economics/business administration/marketing or related field and 6-8 years of business/entrepreneurial support or economic development experience.

Work Environment:

The primary duties are performed in a public office-building environment with some field assignments.

Essential Physical Abilities:

Sufficient clarity of speech and hearing, with or without reasonable accommodation, which permits the employee to discern verbal instructions, use a telephone, and communicate with others; sufficient visual acuity, with or without reasonable accommodation, which permits the employee to comprehend written work instructions and review, evaluate, and prepare a variety of written material, documents and materials; sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate standard office equipment and computer systems and to make adjustments to equipment; sufficient body flexibility and personal mobility, with or without reasonable accommodation, which permits the employee to work in an office setting.

Compensation:

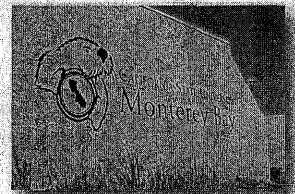
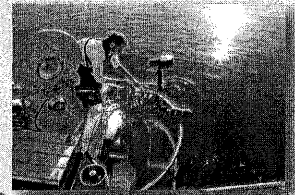
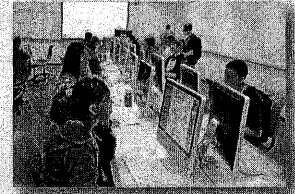
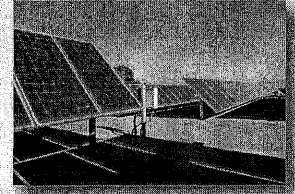
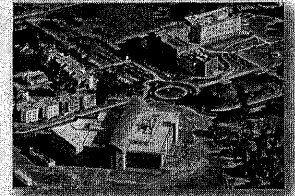
Salary range is to be consistent with the qualifications of the candidate and consistent with similar positions in the Central Coast/Northern California Region. This is to be a full time position for two years and as such qualifies for full retirement and employee benefits. The position may be extended beyond the two year time limit only by action of the FORA Board. The employment is "at-will."

Reply to:

Fort Ord Reuse Authority
920 2nd Avenue, Suite A
Marina, CA 93933
831-883-FORA
HR@fora.org



Institute for Innovation and Economic Development



Economic Development

The Institute engages economic development organizations in project based approaches that address the growing needs of the Monterey Bay region and California State University Monterey Bay.

The Institute works with the Monterey County Business Council to continue expanding economic development services. These services provide research and support to growing businesses.

The Institute focuses on the need for more job opportunities in the region and for university graduates. It offers programs that work towards developing entrepreneurs and supporting innovative ideas. It looks within the university and local research institutions to establish entrepreneur projects that assist students, investors and entrepreneurs in successful internships, resources, and project development.

Inspiring Innovation

In 2009, California State University, Monterey Bay in collaboration with the Monterey County Business Council received a grant from the U.S. Economic Development Administration (EDA) to create an Institute for Innovation and Economic Development in support of local and regional economic development.

The Institute creates a unique culture of innovation and resources to the Monterey Bay community, university, faculty and students, by cultivating relationships between the university, business communities and the greater Monterey Bay region. It provides a comprehensive innovation education, business services and economic development.

Our Mission

To inspire innovation entrepreneurship, and economic development by offering programs that help stimulate business development as well as job growth in the region. Emphasizing on technical assistance, applied research and information dissemination, while directly supporting everlasting principles of sustainability.

Establish Sustainability

To fully address the needs of the community the Institute for Innovation and Economic Development will:

- Assist in the development of strategic planning and data collection.
- Create opportunities for students through internships on a project-to-project basis to organizations.
- Explore new ways communities can take advantage of emerging technologies.
- Offer a hands on economic development lab that provides experience to economic development professionals
- Provide on-line references for research, resources, and contacts through the Institute's website
- Present research at local economic development conferences.
- Plan, design, implement regular events such as innovation conference, economic development services, entrepreneur development, grant writing support, internship and innovation competition.

What can IIED Do For You?

- Innovative conferences and education programs
- Economic development services
- Technology transfer support
- Entrepreneur development
- Collaborative grant writing
- Internships
- Innovative capstone projects and innovative competition

"Business education and innovation will become signature strengths of the Monterey Bay region and generate strong regional economic development and job creation."

Contact:

Dr. Eric Tao
(831) 582-4222
etao@csumb.edu

Mary Jo Zenk
(831) 582-3230
mzenk@csumb.edu

California State University, Monterey Bay
innovation@csumb.edu innovation.csumb.edu



University Corporation, Suite 209
Seaside, CA 93955-8001

Sparking Innovation and Regional Economic Development



J. Bradley Barbeau, MBA, Ph.D.

Eric Y. Tao, Ph.D.

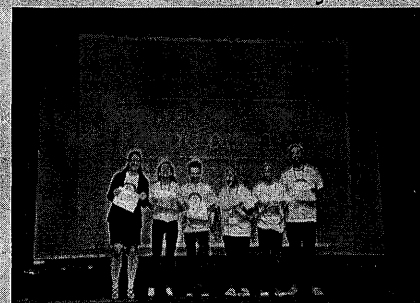
MaryJo Zenk, MPM, CPA

Institute for Innovation and Economic Development
California State University Monterey Bay



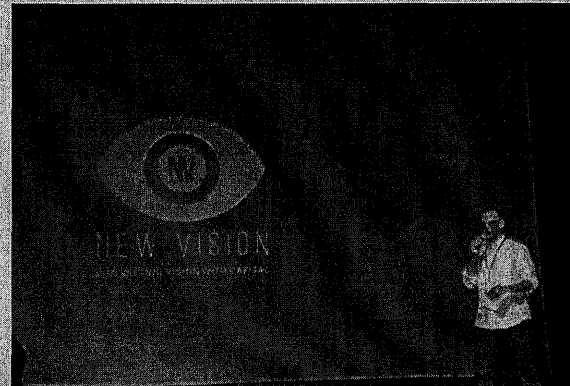
Objectives of This Presentation

- ~ Update you on what the IIED does and its vision and mission
- ~ Updates you on where we are headed
- ~ Highlights contributions to students and community
- ~ Outlines community partnerships
- ~ Highlights activities/achievements
- ~ Identifies opportunities



iiED Vision

The iiED Vision is to become a leading center for business and social entrepreneurship training, research, growing businesses and regional economic development on the West Coast



iiED Mission

The iiED Mission is to

- ~ Develop the knowledge, expertise and financial resources needed to create and support a vibrant entrepreneurial community and successful, growing businesses and social ventures in the Tri-county region
- ~ Collaborate with regional and global public and private institutions to develop and deliver programs and events for the university community and the region to connect the local economy to the global market place



iiED Goals

- ~ Become the center for entrepreneurship and economic development in the region
- ~ Be the premiere institute for entrepreneurship training & research on the west coast
- ~ Provide a focal point for virtual entrepreneurship incubation, business idea creation, proof of concept testing & business creation on the Central Coast
- ~ Become a center for social entrepreneurship research & social enterprise creation (focus on central coast)
- ~ Be a primary institute for research convening & facilitating regional economic development (cluster) economic research



Supporting Campus Initiatives

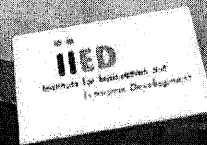


- Contribute to Bright Futures/STRIVE Network initiatives
- Support the regional economy as a "Steward of Place"
- Interdisciplinary, collaborative, hands on learning across colleges, departments and community



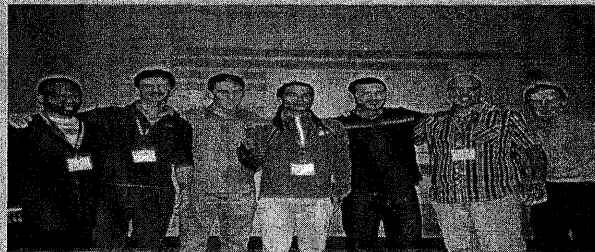
Contributing to CSUMB Students

- ~ Entrepreneurship events for students
 - ~ Startup Weekend (2-credit course)
 - ~ Startup Challenge (student division)
 - ~ Ideas of March
 - ~ Innovation Salons (students invited)
 - ~ Innovation Forums
 - ~ Google Bootcamps
- ~ Campus Virtual Incubator (in development)



Contributing to Monterey Bay Community

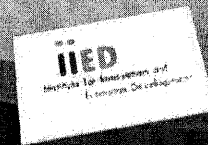
- ~ Entrepreneurship opportunities for community members
 - ~ Startup Weekend
 - ~ Startup Challenge
 - ~ Pitch & Demos
 - ~ Innovation Salons
 - ~ Innovation Forums
 - ~ Consulting and research projects
- ~ Creating a community of entrepreneurship advisors and mentors
- ~ Launching new business and products through business incubation



Personnel and Structure

Hosted in the College of Business

- Executive Director - Dr. Brad Barbeau
- Director - Dr. Eric Tao
- Program Manager - MaryJo Zenk
- Faculty Associate – Dr. Heiko Wieland, Assistant Professor of Marketing, COB



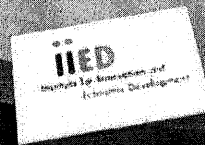
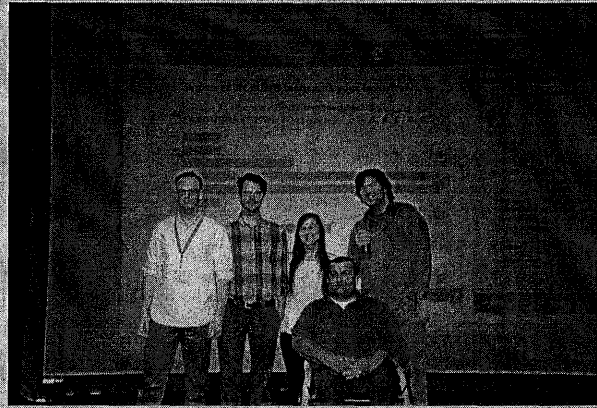
Key Partnerships - Community

- ~ Steinbeck Innovation Center
- ~ Santa Cruz New Tech Meetup
- ~ Monterey Bay Economic Partnership (developing)
- ~ UCSC, Hartnell, MPC, Cabrillo, MIIS
- ~ SBDC's
 - ~ CSUMB
 - ~ Cabrillo
- ~ FORA
- ~ MCBC (founding)
- ~ Judges and Mentors



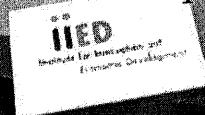
Key Partnerships - CSUMB

- ~ College of Business
- ~ College of Science
- ~ Visual & Performing Arts (planned)
- ~ Cinematic Arts (planned)
- ~ Campus Career Services



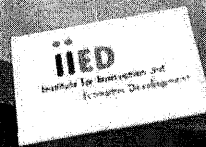
Accomplishments since Founding in 2010

- ~ Three StartupWeekends - 300 participants
- ~ Two Startup Challenges (2013, 2014) – 100 businesses
- ~ Three Google/Android Bootcamps
- ~ Two Ideas-of-March competitions
- ~ Ten Innovation Salons
- ~ Six Pitch and Demo Meetups
- ~ Five Entrepreneurship forums
- ~ Four Executive group training programs
- ~ Five business winners of StartUp Challenge still in business
- ~ Other iiED supported ventures also developing in region



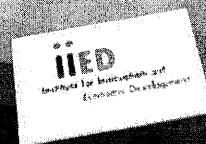
2015-16 Goals and Priorities

1. Develop income and funding sources to supplement financial support from the university
2. Create coherent branding among the iiED programs to establish a clear identity for iiED in the university and in the region
3. Extend the reach and impact of iiED programs to the entire region and the global market place
4. Incubate 5 startups and launch 3 new businesses



Funding: Grants

- ~ EDA Technical Assistance grant (\$75k) applied for
- ~ Blackstone Foundation grant (\$80k) applied for
- ~ EDA Economic Adjustment grant (\$1MM) in process
- ~ 100,000 Strong in the Americas grant (\$TBD) being evaluated
- ~ FORA Economic Assistance Grant (\$27,500)



Extending Reach and Impact

- ~ Increase the visibility of existing programming
 - ~ Startup Weekend judges and PR
 - ~ Startup Challenge: Create Venture Showcase event
 - ~ Innovation Salons:
- ~ Attendance and Involvement in Regional Events
 - ~ HACK UCSC
 - ~ MBEP
 - ~ SCNT Meetup
- ~ Create iLab (iMakerLab, iHackerLab, Virtual Incubator)



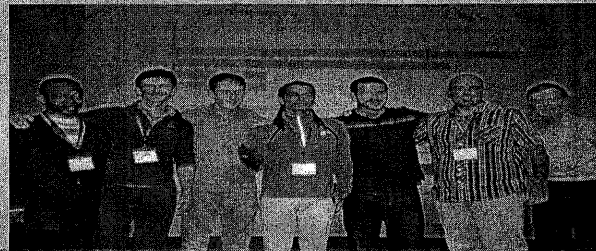
iLab at CSUMB

- ~ Maker/Hacker spaces in BIT
- ~ Virtual Incubator
 - ~ Building on our judges/coaches/mentors panel (30+)
 - ~ Resource for students and community entrepreneurs



Opportunities

- ~ Otter Innovation Awards
- ~ Incubator - Info Tech, Marine, Hospitality
- ~ Fundraising
- ~ Attract entrepreneurial students and faculty



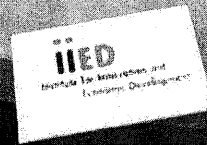
Building an iiED Advisory Council

- ~ Help with strategic direction and funding
- ~ Build relationships for idea-, friend-, and fund-raising
- ~ Build connections to the community and regional, national and global markets
- ~ Guidance for future direction



Your Support

- ~ Funding
- ~ Advisory Council
- ~ Space
- ~ Visiting Scholars
- ~ Visiting Executives



Q & A



FORT ORD REUSE AUTHORITY BOARD REPORT

BUSINESS ITEMS

Subject: Consider Marina Coast Water District Proposed Regional Urban Water Augmentation Project

Meeting Date: March 13, 2015

Agenda Number: 9d

INFORMATION/ACTION

RECOMMENDATION(S):

1. Receive a presentation from Marina Coast Water District (MCWD) concerning its desalination planning process (**Attachment A**).
2. Provide feedback to MCWD on their desalination planning process.

BACKGROUND/DISCUSSION:

FORA entered into a Water/Wastewater Facilities Agreement with MCWD in 1998. The agreement allows MCWD to provide water and wastewater services to former Fort Ord until the territory is annexed into MCWD district boundaries. The agreement also requires FORA and MCWD to coordinate on future water and wastewater facility needs on former Fort Ord. In the agreement, MCWD is charged with planning and constructing such additional facilities.

On January 21, 2015, the MCWD Board approved a desalination plant planning process. MCWD has requested this opportunity to provide a background presentation on their desalination plant planning and request feedback from the FORA Board.

FISCAL IMPACT:

Reviewed by FORA Controller _____

Staff time for this item is included in the approved FORA budget.

COORDINATION:

MCWD, Administrative and Executive Committees.

Prepared by _____
Jonathan Garcia

Reviewed by _____
Steve Endsley

Approved by _____
Michael A. Houlemard, Jr.

FORA Board of Directors, March 14, 2015

MCWD Augmentation Project

Attachment A to Item 9d
FORA Board Meeting, 3/13/15

MCWD Obligation to FORA

- In the Water and Wastewater Agreements and their successor amendments, MCWD agreed:
 - MCWD will assume the responsibility of the operation, maintenance, and ownership of the existing water (and wastewater collection) systems on the former Fort Ord;
 - MCWD will cause to be planned, designed and constructed such additional water and sewer facilities as FORA, in consultation with MCWD, reasonably determines are necessary for the service area, subsequently agreed to as an additional 2400 acre feet of water;
 - MCWD may cause to be planned, designed and constructed any other facilities as MCWD reasonably determines will carry out the purpose of this agreement.

Background on MCWD Water Supply Augmentation

- In 1995, MCWD was one of the first agencies to build and operate a desalination plant in the United States
- In 2003, MCWD completed a programmatic EIR on a 3000 acre ft desalination project on Marina State Beach
- In 2007, MCWD completed a programmatic EIR on a 1500 acre ft RUWAP desalination project On Fort Ord Dunes State Beach
- Interrupting its own desalination planning, MCWD was convinced to join with the Regional Project for 10,500 acre ft in 2011 on Cemex lands and certified a project level EIR

MCWD chooses to restart its own desalination planning process

- January 21, 2015 – MCWD voted to restart its desalination planning process to construct a desalination plant that can be scaled up as the need calls for it
- March 2, 2015 – MCWD Board approved a phased planning approach:
 - April, 2015 – Conceptual Design Complete
 - April, 2015 – Solicit proposals for 10% project design sufficient to:
 - Provide engineer's estimate of final project cost
 - Provide sufficient definition to start CEQA/NEPA process
 - Allow informed decisions to begin permitting
 - Allow enough specificity to begin to access grants and other funding

Before we go to work...

Comments?

Questions?

Reactions?

FORT ORD REUSE AUTHORITY BOARD REPORT

BUSINESS ITEMS

Subject: Regional Urban Design Guidelines 101

Meeting Date: March 13, 2015

Agenda Number: 9e

INFORMATION

RECOMMENDATION(S):

Receive a presentation from Dover, Kohl, and Partners (DKP) in response to questions about the Regional Urban Design Guidelines (RUDG) project (**Attachment A**).

BACKGROUND/DISCUSSION:

At its February 13, 2015 meeting, the Fort Ord Reuse Authority (FORA) Board asked a number of questions about the purpose of the RUDG project. In response to the Board, staff requested Authority Counsel Jon Giffen to prepare a legal opinion on FORA's role should the Board approve the RUDG (**Attachment B**). Staff also requested that DKP prepare a RUDG 101 presentation for the March FORA Board meeting. The RUDG Taskforce requested an opportunity to review the draft RUDG 101 Presentation to the FORA Board at its March 3, 2015 meeting. The DKP contract and scope of work are included under **Attachment C**.

FISCAL IMPACT:

Reviewed by FORA Controller _____

Staff time for this item is included in the approved FORA budget.

COORDINATION:

DKP, RUDG Taskforce, Administrative and Executive Committees.

Prepared by _____
Jonathan Garcia

Reviewed by _____
Steve Endsley

Approved by _____
Michael A. Houlemard, Jr.

Placeholder for Attachments A and B to Item 9e

Regional Urban Design Guidelines 101

**These Attachments will be included in the final Board
packet.**

FORT ORD REUSE AUTHORITY BOARD REPORT

BUSINESS ITEMS

Subject:	Regional Urban Design Guidelines - Approve Contract with Dover, Kohl & Partners	
Meeting Date:	August 8, 2014	ACTION
Agenda Number:	8b	

RECOMMENDATION(S):

Approve Contract with Dover, Kohl & Partners (**Attachment A**)

BACKGROUND/DISCUSSION:

The RUDG Task Force (Task Force) was created by the Fort Ord Reuse Authority (FORA) Board ("Board") and appointed by Chair Edelen to provide oversight and guidance on the RUDG process. A Request for Qualifications (RFQ) was transmitted to 35 urban planning, economics and development firms as provided by Task Force Members, jurisdictions, or staff. The Task Force then worked with staff to refine a Request for Proposals (RFP) competition as the second stage of the solicitation/consultant support team selection process. The Task Force April 22, April 30, and May 9 meetings focused on the RFP including multiple rounds of revision and member input refining scope and deliverables and concluding on the interview process. Following review of the responses to the RFQ released in March, the Task Force qualified 3 teams to participate in the RFP stage as follows:

- **Dover, Kohl & Partners** with *Alta Planning & Design, Helix Environmental Planning, Strategic Economics, Castle & Cooke Development, Peter Katz, Jeff Speck and Bill Lennertz.*
- **EMC Planning Group Inc.** in collaboration with *Economic Planning Services, Pinto + Partners Urban Design and Planning, City Design Collective, and BMJ Advisors*
- **Torti Gallas and Partners** with *Duany Plater-Zyberk, Lamphier-Gregory, Urban Community Partners, Peter Katz, Hoerr-Schaudt Landscape Architects, and Nelson/Nygaard Consulting Associates.*

The RFP was released to the teams May 15, responses due Thursday, June 12 by 5:00pm and a pre-proposal conference was conducted June 2, 2014. Two of the three finalist teams submitted complete responses by the deadline. The EMC Planning Group and the Dover-Kohl & Partners teams were scheduled for June 20, 2014 interviews which can be viewed at <http://youtu.be/Lx7BHp6NHSU>.

The Task Force adopted interview ranking criteria on June 19 and met on June 20 at 2:00 pm to review initial rankings. After staff reference confirmation/review at the June 27 meeting, the Task Force unanimously recommended that the Board select the team led by Dover-Kohl and Partners (DKP) to complete the regional urban design guidelines project.

The Board approved DKP selection and proceeding with contract negotiations at the July 11 meeting. Since then staff has received input via email from Task Force members and completed negotiations with DKP regarding the final Scope of Work (SOW) and contract language (**Attachment A**). Approval of this contract permits the RUDG project to commence.

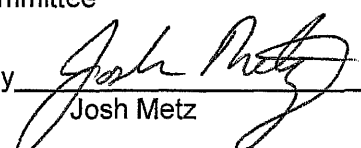
FISCAL IMPACT:

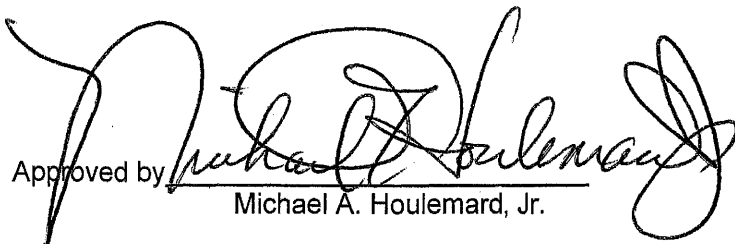
Reviewed by FORA Controller 

Staff time for this item is included in the approved FORA budget. FY 2014-2015 budget includes funding to pay for RUDG consultant services.

COORDINATION:

Administrative Committee

Prepared by 
Josh Metz

Approved by 
Michael A. Houlemard, Jr.

Agreement No. FC-080814

Agreement for Professional Services

This Agreement for Professional Services (hereinafter referred to as "Agreement") is by and between the Fort Ord Reuse Authority, a public corporation of the State of California (hereinafter referred to as "FORA") and Dover-Kohl and Partners, Inc. (hereinafter referred to as "Consultant").

The parties agree as follows:

1. SERVICES. Subject to the terms and conditions set forth in this Agreement, Consultant shall provide FORA with Regional Urban Design Guidelines and Process services as described in Exhibit "A". Such services will be at the direction of the Executive Officer of FORA or the Executive Officer's designee.

2. TERM. Consultant shall commence work under this Agreement effective on August 11, 2014 and will diligently perform the work under this Agreement until September 30, 2015 or until the work as described in Exhibit A is complete, whichever comes first. The term of the Agreement may be extended upon mutual concurrence and amendment to this Agreement.

3. COMPENSATION AND OUT OF POCKET EXPENSES. The overall maximum amount of compensation to Consultant over the full term of this Agreement is not-to-exceed \$444,910 (Four Hundred Forty-four Thousand Nine Hundred Ten Dollars), including out-of-pocket expenses. FORA shall pay Consultant for services rendered pursuant to this Agreement at the times and in the manner set forth in Exhibit "A".

4. FACILITIES, SUPPLIES AND EQUIPMENT. Except to the extent provided to the contrary in Article III, Consultant shall arrange for the use of or provide all facilities, supplies and equipment necessary to perform the professional services rendered pursuant to this Agreement. At the Executive Officer's request, Consultant shall arrange to be physically present at FORA facilities to provide professional services at least during those mutually agreed hours/days noted in the Scope of Services attached hereto in Exhibit "A" to enable the delivery of services.

5. GENERAL PROVISIONS. The General Provisions set forth in Exhibit "B" are incorporated into this Agreement. In the event of an inconsistency between said general provisions and another term or condition of this Agreement, the other term or condition shall control only insofar as it is inconsistent with the General Provisions.

6. EXHIBITS. All exhibits attached hereto are incorporated herein.

IN WITNESS WHEREOF, FORA and CONSULTANT execute this Agreement as follows:

FORA

CONSULTANT

By _____
Michael A. Houlemard, Jr.
Executive Officer

Date

By _____
Joseph Kohl
Dover-Kohl & Partners
Principle

Date

SCOPE OF SERVICES

ARTICLE I

SCOPE OF WORK

Dover, Kohl & Partners with the assistance of sub-consultant firms Alta Planning + Design (Multi-Modal Transportation Planning), HELIX (Environmental Planning), Strategic Economics (Market Analysis), and notable experts Bruce Freeman, President Castle & Cooke, John Rinehart, Vice President Castle & Cooke Florida, Peter Katz, Jeff Speck, AICP, CNU-A, LEED-AP, Honorary ASLA, and Bill Lennertz of the National Charrette Institute shall perform the following tasks and provide the noted associated deliverables.

PHASE 1 - EXISTING CONDITIONS ANALYSIS (MONTHS 1 – 3)

Evaluating the existing conditions of the site and the political structures, regulations and existing development approvals is an integral part of the planning process. During this phase, the project team will become more familiar with the Fort Ord area, including its infrastructure, geography, and political and economic needs. By conducting a thorough evaluation with a fresh set of eyes, the team will set the stage for a more successful project, and formulate a more comprehensive strategy to best suit the needs of the numerous jurisdictions in the area.

1.0 Project Background Discussions

Key members of the consultant team shall work with FORA staff and representatives to gain a more in-depth understanding of the history, concerns, and political nature of the project and individual municipalities. The turn-over of the base has been complex and the better understanding the consultant team has of the issues, the better they can be addressed throughout the development of the Regional Urban Design Guidelines.

This may occur in person prior to Task 1.1 or as a conference call or internet-assisted meeting.

1.1 Project Start-up Meeting (includes FORA Taskforce)

The project start-up meeting creates shared learning and agreements between the project management team and key partners. During the meeting, the participants confirm project guiding principles, or the whys behind the project, develop quantifiable objectives and measures and complete a stakeholder analysis showing who needs to be involved, including their key issues and wins. The result is a focused team approach that will guide the project through the inevitable hurdles that it faces on the way to approvals.

This meeting is tentatively scheduled to occur in coordination with the September 19, 2014¹ FORA Board Meeting. An alternative would be for this meeting to occur in coordination with Task 1.4.1 NCI Charrette System 101.

1.2 Review Existing Plans & Reports

The former Fort Ord base falls under the jurisdiction of many plans, from each municipality and campus plans to the overarching Base Reuse Plan and regional mobility plans. The plans are in various stages of creation and implementation, and therefore, must be thoroughly understood in order to ensure the new guidelines will integrate with existing regulations seamlessly. Existing Plans and Reports shall be provided to the Consultant by FORA staff.

1.3 Preliminary Technical Analysis

The Dover-Kohl team will perform an initial analysis of existing conditions:

¹ Specific dates mentioned in this scope of work are tentative and must be mutually verified with FORA, the Consultant, and the sub-consultant team to ensure availability of key members and ensure all deadlines can be met. All attempts to meet these dates shall be made and if alternative dates are necessary, all attempts will be made to stay on the overall project schedule and to coordinate events and meetings with regularly scheduled Board meetings.

1.3.1 Create Analysis & Base Maps (including Urban Analysis)

The team will utilize ArcView GIS, aerial and ground level photography, land use surveys, and expertise provided by FORA staff in order to acquire the necessary information to create a series of Analysis Maps for the Fort Ord areas. Spatial Data may come from FORA itself, through the municipalities, or other sources such as educational institutes.

Utilizing this information, Dover-Kohl will produce a series of base maps to supplement maps already created by FORA staff of the planning area to be used throughout the Charrette in Phase 2 by the design team and members of the public. The project team will use and transfer the compiled data used to FORA, along with all maps and resulting analysis.

Information to be mapped may include existing land uses, open space, zoning, easements, property boundaries, ownership, topography, environmental conditions, and building condition. Maps will be of both the regional scale and for individual municipalities.

1.3.2 Economic Analysis

In preparation for the Charrette, Strategic Economics will evaluate Monterey County's historic and projected household and employment growth trends in order to understand the types of households and industries that are projected to experience short- and long-term growth. Strategic Economics will look at the implications of these trends for the types and phasing of new development that can be expected at Fort Ord. The market overview will also consider preliminary place-making and design strategies for increasing the amount of residential and commercial market demand that is captured at Fort Ord, such as designing pedestrian-friendly, transit-accessible districts with a minimum amount of local-serving retail and services so that residents and workers can easily access their daily needs on foot or bicycle.

Strategic Economics' experience in other regions has shown that the methodology for projecting population and employment growth can vary significantly among sources. For example, economic and demographic projections from commercial vendors like Woods & Poole are often more closely tied to employment growth than projections generated by many regional councils of government (COGs). Accordingly, Strategic Economics will compare alternative demand forecasts, such as projections produced by the Association of Monterey Bay Area Governments (AMBAG), California Employment Development Department (EDD), and/or Woods & Poole.

The analysis will also evaluate historic and projected employment by industry in order to understand which sectors of the economy are expected to grow, and implications for the potential phasing of office, retail, and other commercial development at Fort Ord. In addition, Strategic Economics will consider the sources of potential housing demand in Fort Ord, including existing Monterey County residents forming new households, new households moving to the County to live and work there, retirees, second home buyers, and commuters to Silicon Valley.

1.3.3 Transportation Analysis

Transportation in the area is largely car-dependent, but the success of towns and villages relies on walkability and ease of mobility. Alta Planning + Design will examine transportation opportunities from the perspective of all modes of travel. Speeds and volumes on existing thoroughfares will be studied to better understand the community character and transportation needs.

1.3.4 Environmental Analysis

HELIX will observe the existing environmental conditions, one of the major "E's" addressed in the Reassessment Plan. Environmental protection is a priority for the Fort Ord region, and the Dover-Kohl team firmly supports this. HELIX will determine sensitive areas and consider potential impacts of new and existing developments.

1.4 Public Involvement Plan

The Dover-Kohl team and FORA staff will determine the best mechanisms for outreach to individuals and groups in the Fort Ord area. A strategy for soliciting public input and establishing on-going outreach throughout the process will be addressed. The team can also assist in the creation and upkeep of a project Facebook page as well as regular updates to a project website. Dover-Kohl will assist in the design of flyers, posters, banners, postcards, mailers, and press releases (which will be distributed to the media, neighborhood associations, business associations, and community organizations among others). FORA shall be responsible for the distribution and mailing of all notices, postcards, mailers and press releases.

1.4.1 NCI Charrette System 101 (Orientation Workshop)

This seminar will prepare FORA staff, community leaders, the FORA Board and RUDG Taskforce for the upcoming charrette. To some, a charrette is simply a short meeting at which people brainstorm and perhaps sketch ideas; to others the charrette process is synonymous with a series of public design sessions over multiple days. The 101 seminar provides an overview for how the pre-charrette and charrette process will work for the Fort Ord project. Participants will leave with a shared understanding of the special aspects of the charrette process making them informed champions and participants. The seminar is approximately three hours. This orientation workshop is tentatively scheduled for October 17, 2014.

1.4.2 Video Documentation of Charrette

The planning process will be documented in the form of a video from the initial site visit through the creation and adoption of the design guidelines. Creating a video will detail the process and guidelines clearly and transparently, minimizing confusion or miscommunications between the many involved stakeholders.

1.4.3 Continuous Public Updates

The team will use multiple outlets to keep the general public informed, interested, and involved. Important events will be publicized through social media and regular online updates.

1.4.4 Web-enabled decision Support Tool

MindMixer is an online tool that functions as a virtual town hall, encouraging participants to share ideas and collaborate. Interested individuals can also keep up with the project as it progresses, allowing the team to gauge the response to emerging ideas. The online approach allows the team to expand the Charrette process, and reach a broader audience than just those who physically attend public meetings.

As the plan becomes more developed throughout the planning process, Metroquest will be integrated along with the MindMixer platform to allow people to study development alternatives. Visuals and 3D elements will be used to help identify priorities and explore how priorities are affected by planning decisions.

1.5 Site Visit

Key members from the Dover-Kohl team, including principal Victor Dover, Project Director Jason King, Peter Katz, Bill Lennertz from the National Charrette Institute and representatives from Strategic Economics and Alta Planning + Design, will travel to Fort Ord for meetings with FORA staff, the Taskforce, confidential interviews, a site tour with FORA staff, and to conduct a public information session on the benefits of Form-Based Codes. The site visit is currently tentatively scheduled to occur November 12 – 18, 2014 and will include an update to the FORA Board at its November 18 meeting.

1.5.1 Team Meeting / FORA Taskforce Update Meeting

The Dover-Kohl team will meet with FORA staff and the Taskforce to review Preliminary Technical Analysis and other base data. The site visit tasks and objectives will be reviewed and a detailed outline of the charrette and proposed charrette events will be presented.

1.5.2 Site Tour

Along with FORA staff, Dover-Kohl will tour and examine Fort Ord's existing conditions, as well as the urban form, network of streets, blocks and lots, building types, and building patterns of the site and surrounding communities. The analysis will include a review of existing land use, density, transportation issues, urban design elements, and development issues.

The team will assess, measure, and document existing building types, building placement relative to the street, building massing, scale, height, primary facade transparency, sidewalks, plantings, lighting, signage, spatial enclosure, and level of street life activity, creating a preliminary foundation for Design Guidelines tailored to the region.

1.5.3 Confidential Interviews

A key to success of the Fort Ord project is to have a clear understanding of the people, their interests and issues. The most efficient and effective way to learn what is truly going on in the community is for the consultant team to hold a series of confidential interviews. The purposes of the interviews are to:

- Establish and/or reinforce a sense of trust and confidence in the project team.
- Determine overall willingness to participate in and support the project.
- Uncover underlying community issues that otherwise might not be available to the project sponsor, e.g. resistance to implementation.
- Build peoples interest in participating in the charrette.

Selecting Interviewees

Interview groups of up to five people are created according to viewpoints. These often include public officials, jurisdictional staff, property owners, appointed officials, and other selected interest groups.

Interview Process

The project management team establishes the interview schedule. Invitation letters are sent three weeks prior to the interviews, which are held at a neutral location, such as a hotel, in three small rooms. Staff may receive people in the lobby, but are not present in the interview rooms. Consultant members of the project management team run the interviews. Each interview lasts exactly 50 minutes, allowing the team a 10-minute break before the next group arrives.

Follow-up

After the interviews, the recorder's notes are distributed to the interviewers for review and revisions. The findings are shared with the project sponsor and the interviewees and ultimately with the public, usually on the project website.

1.5.4 Review of Best Practices Utilizing Form-Based Codes (Public Education Session)

The uniqueness of each municipality and region means that a variety of design guidelines and forms may be used in the Fort Ord area. In the application of form-based guidelines it is important to assess the physical and regulatory environment to determine the most applicable type. During the site visit our team will conduct a public educational session about the best practices in form-based codes. The team also includes other notable experts in the realm of planning, who will be available to assist in the review of best practices, establishing the ideal planning principles for FORA and the Fort Ord area. This public meeting should be held in the evening so that more people can attend after regular work hours.

SERVICES & DELIVERABLES INCLUDED IN PHASE 1

- FORA Taskforce Project Start-up Meeting
- Review of Existing Plans & Reports to ensure Integration with Guidelines
- Preliminary Technical Analysis
 - Data products including GIS layers, imagery, & basemaps
 - Economic Analysis
 - Transportation Analysis
 - Environmental Analysis
- Orientation Workshop
- Video Documentation
- Website Updates
- Web-enabled decision support tool (MindMixer & Metroquest)
- Site Visit
 - FORA Taskforce Update Meeting
 - Site Tour
 - Confidential Interviews
 - Review of Best Practices utilizing Form-Based Codes (Public Education Session)

PHASE 2- CHARRETTE (APPROX. MONTH 4)

Phase 2 consists of a 2-week charrette on-site in the Fort Ord area. This charrette is the centerpiece of our public participation process. Dover-Kohl will lead a series of public meetings, design sessions, stakeholder interviews, and technical meetings to engage the community, each municipality, and major property owners to form the framework for the Design Guidelines.

The hands-on nature of the charrette and the opportunity to interact with differing perspectives allows issues to be quickly identified and resolved. Municipal staffs, FORA officials, and other key individuals will be involved throughout various meetings, workshops, and presentations.

The website will be continually updated, and video documentation will continue. To best meet the needs of the community, we suggest that the charrette be held during the academic year.

Tentative dates for the charrette include December 8 – 19, 2014, January 5 – 16, 2015, and February 9 – 20, 2015. All dates include the opportunity to update the FORA board at a mid-point during the charrette, however, all FORA board members will be encouraged to attend all public meetings including the Kick-off/hands on and the Work-in-progress presentation. Final dates will be selected based on availability the Consultant, Sub-Consultants, and FORA representatives. If possible, the charrette should be held during the school session in order to encourage participation of university students to ensure the Guidelines will develop the types of places they would want to participate in.

2.1 FORA Taskforce Update

Prior to the official charrette kick-off, the Dover-Kohl team will meet with the FORA Taskforce to review what will be presented to the public, go over the hands-on design session, and review objectives for a successful charrette.

2.2 Kick-Off Event & Hands-On Design Session

On the first day of the charrette, Dover-Kohl will lead a Community Wide Kick-off Event to mark the official start of the design process. The event will feature a "Food For Thought" presentation to educate the public on the principles and components of form-based codes, land use planning, the various tools which can be included to

shape community form and character, a review of experiences in peer communities, and an outline of elements that will be addressed in the Design Guidelines.

Immediately following the Kick-off Presentation, the meeting will transition to a Hands-on Design Session. Participants will divide into small table groups and oriented to base maps of the Fort Ord region. Each table will have a facilitator from the Dover-Kohl team or FORA staff to assist participants in design exercises.

Participants will use the base maps of both the overall region and more detailed maps of specific areas that they are most concerned with to illustrate how they might like to see the overall areas evolve in the future by describing the uses, open spaces, building design and type, landscaping, street design, housing options, parking, and services, as well as key transportation concerns.

A separate exercise will also be included to focus on the metrics used by form-based codes to regulate development form and the way buildings face public spaces such as streets. This will help educate and familiarize participants in how Form-Based Codes work and what they do and do not regulate.

At the end of the workshop, a spokesperson from each table will report the findings and major points to the entire assembly. The goal of the Hands-on Design Sessions is to forge a community consensus on the desired form and character of future development in region.

Keypad polling, exit surveys, and one word cards may be incorporated throughout the event to calculate and present public opinion on selected topics identified during the site visit and from previous planning sessions.

Multiple Hands-on Sessions: Depending on the political situation, multiple hands-on sessions may be held in order to focus on specific areas within the region at different events.

2.3 Open Design Studio

Following the Hands-on Design Session, the planning team will work in an Open Design Studio, in or near the Fort Ord area, for the duration of the Charrette. The team will work on-site to integrate the information gathered during Phase 1 with the input gained during the Hands-on Design Session to lay the groundwork for the Guidelines and regulating plan while continuing to gather community input. Key stakeholders, FORA staff and the public will be encouraged to stop in throughout the Charrette as new ideas emerge and to check on the growth of the project's details.

The following tasks will be completed in the Open Design Studio:

2.3.1 Stakeholder Meetings

While working on-site, the Dover-Kohl team will lead technical meetings with government agencies and local experts to address housing, open space, transportation, and other relevant topics. The purpose of these meetings is to review the emerging vision and receive immediate focused feedback from all stakeholders. Additional meetings with key stakeholders such as local municipalities, chamber of commerce, major property owners, neighborhood associations, and other local stakeholders may be held to ensure their plan objectives are reflected.

2.3.2 Synoptic Surveys

During the charrette the design team will survey the best parts of the region and local municipalities. These places will be measured and photographed. The synoptic surveys will be used to create the metrics of the Regional Urban Design Guidelines. By measuring the existing great places that exist and codifying them, it makes the guidelines specific to the region and each individual municipality. It will create a regional cohesiveness while maintaining individual identity.

2.3.3 Draft Illustrative Plan, Regulating Plan & Visualizations

During the Charrette week, the design team will create an Illustrative Plan of urban design characteristics such as massing, density and land use, transportation options, open space and recreation, and economic development opportunities.

The Illustrative Plan will be used as a guide to create the Regulating Plan that will be used in the guidelines to delineate differing intensities of development and that can be tailored to each jurisdiction and specific location cohesively.

Visualizations will provide "change over time" sequences of infill proposals, redevelopment strategies, and streetscape improvements. Visualizations will be utilized to show the draft metrics of the Design Guidelines which will affect building placement and street design to create a cohesive regional identity while responding locally to development patterns and intensities.

The Illustrative Plan, Regulating Plan and Visualizations will be accessible throughout the Charrette to allow casual feedback, and will be presented at the end of the Charrette for more formal community input.

2.3.4 Draft Template of Regional Urban Design Guidelines

Form-Based Codes and Regulations can take on numerous forms depending on how they fit in with existing regulations. They could be a separate overlay or they could become integrated within existing municipal regulations. Working with FORA and the individual municipalities will determine the best way to produce the guidelines. A template of the guidelines will be produced during the charrette.

2.3.5 Web Based Decision Support Development

Throughout this process, we will continue to use MindMixer, with the public discussing their opinions on the various draft drawings, plans and sketches produced during the open design studio period.

The team will also make use of online scenario modeler Metroquest. Metroquest provides a simple visual format that allows users to determine how their priorities and design ideas may influence their surroundings. Following the charrette the plans and regulations can be explored in more detail through the MindMixer and Metroquest platforms.

2.3.6 Multimodal Transportation Analysis

Transportation analysis by Alta Planning + Design will cover the full spectrum of transportation options, including pedestrian, bike, commuter rail, vehicular, and other transportation options. The transportation analysis will supply methods for pedestrian and vehicular connectivity, access to open spaces, and streetscape improvements throughout the region.

Street Standards will be produced for new and existing streets within the Fort Ord area. The Street Standards will illustrate by street type the physical conditions within the street, such as right-of-way, sidewalks, street trees, parking, build-to lines for new development, and building heights, where appropriate. These standards will become a part of the Regional Urban Design Guidelines.

2.3.7 Economic Analysis

Building on the findings from the pre-charrette market overview, Strategic Economics will evaluate the potential impact of the design guidelines on the development feasibility of different building types. Depending on the level of effort desired by FORA, this analysis could take the form of a qualitative assessment based on developer interviews and an evaluation of recent development projects, or a

quantitative pro forma analysis testing the financial feasibility of different residential and commercial building types (e.g. small lot single-family, single family attached, townhouses, 4-5 story apartments, local- and regional-serving retail, and/or medical office).

Strategic Economics will use the findings from the feasibility analysis to recommend strategies for achieving the fiscal, economic development, and other goals that FORA, the cities, and other land use authorities have set for the base reuse process.

Strategic Economics will also assist in the creation of an implementation strategy that considers the extent to which new development can be expected to cover the cost of basic infrastructure, place-making, affordable and workforce housing, and other needed improvements, and identifies other potential sources of funding and financing as required.

In addition, analysis in the form made popular by Peter Katz will be performed. This analysis will compare different development patterns and the return they bring to a municipality.

2.3.8 Practical Developer Analysis

John Reinhart and Bruce Freeman of Castle & Cooke will act to substantiate the analysis provided by Strategic Economics and the proposed illustrative and regulating plan. They will ensure that the Fort Ord guidelines are realistic in creating a region that is attractive for future private investment and development projects.

2.3.9 Environmental Analysis

HELIX will work closely with the planning team and FORA staff to identify potential issues and evaluate potential environmental effects. Should the analysis identify potential impacts, HELIX will work with the planning team and FORA staff to develop planning goals, objectives and/or policies to include in the Tools and Master Plan to reduce or avoid potential impacts.

Where sufficient information is not available to incorporate explicit planning solutions, HELIX will formulate mitigation measures which can be implemented as more detailed development and infrastructure plans are prepared within the Fort Ord area. These mitigation measures will include performance standards to provide guidance and flexibility on how the mitigation measures are designed and implemented to reduce potential environmental impacts to a level that is less than significant. Helix will also assist in meeting NEPA/CEQA requirements as applicable under the 1991 BRAC decision. All documents and deliverables will be subject to revision as needed by FORA.

2.4 Work In Progress Presentation

At the conclusion of the Charrette, the planning team will present the charrette work at a "Work-in-Progress" presentation. At this presentation, the team will present ideas generated to date including the Draft Illustrative Plan, Regulating Plan, and visualizations of the character of proposed development. A summary of economic, transportation, & environmental impacts, and an outline of elements to be contained in the Design Guidelines will be presented, highlighting the opportunities for quality development.

A question and answer session will generate responses from the public and municipal officials. The Work-in-Progress presentation will be provided to FORA for inclusion on the project website.

During the Work-in-Progress presentation, keypad polling will be utilized in order to generate real-time survey results and opinion polls from members of the audience. We can track response information and view results during the presentation. Keypad polling can help us understand if the plan is on the right-track.

SERVICES & DELIVERABLES INCLUDED IN PHASE 2

- FORA Taskforce Update
- Kick-off Presentation with “food-for-thought” & Hands-On design session
- Open Design Studio
 - Stakeholder Meetings
 - Synoptic Surveys
 - Illustrative Plan, Regulating Plan & Visualizations
 - Draft Template of RUDG
 - Web-Based Decision Support Tool Development for Design Concepts -- Use of cutting edge-visualization to depict scenarios and proposed projects
 - Regular Web Updates and extensive outreach
- Refined Technical Analysis
 - Multimodal Transportation
 - Economic
 - Developer
 - Environmental
- Work-In-Progress Presentation

PHASE 3- POST-CHARRETTE

Phase 3 includes the creation, revisions and presentations of the Regional Urban Design Guidelines. Building on the physical analysis performed, the community input received, and the framework developed with FORA in Phase 2, the Dover-Kohl team will create the Draft Fort Ord Form-Based Zoning Tool options that meet the needs of the Base Reuse Plan.

3.1 Preparation of Draft Guidelines & Master Plan (Approximately 8 to 10 weeks following the charrette)

Following the Charrette, the Dover-Kohl team will return to their offices to draft the RUDG. The Guidelines will help shape development within the area in the manner envisioned by the community during the Charrette process. Recalling that the base principle of a Form-Based Code is that design is more important than use, the guidelines will be used as regulatory a tool that places primary emphasis on the physical form of the built environment with the end goal of producing a specific type of place.

Simple and clear graphic prescriptions for street standards, building height, how buildings are placed on sites, and building elements (e.g. location of windows, doors, etc.) are used to control development. Land use is not ignored, but regulated using broad parameters that can better respond to market economics, while also prohibiting undesirable uses.

The RUDG will be user-friendly, highly visual, and will serve to encourage future redevelopment in an organized manner and further the goals and vision established by the community and the Base Reuse Plan. The document will likely include an Overview, Regulating Plan, Urban Standards, General Standards, Street Standards, and Architectural Standards. Prescribed Design Guidelines will be illustrated in the Form-Based documents, to ensure they are easily understood and help the community understand the regulations of the new Tools.

3.2 Regular FORA Taskforce Updates

Throughout the drafting of the RUDG and Master Plan, the Dover-Kohl team will hold regularly recurring meetings with the FORA Taskforce to provide updates on the status of the code development and to solicit feedback on the details of the code.

As necessary, regular meetings with jurisdictional staffs will also continue to ensure the acceptance and understanding of the guidelines as they are being developed and refined.

A monthly or bi-monthly call can be scheduled in order to regularly update FORA staff and the Taskforce on the progress of the RUDG and Master Plan as it is being developed.

3.3 Presentations of the Draft RUDG & Master Plan

Key members of the Dover-Kohl team will travel to Monterey Bay to present the Master Plan Report and Design Guidelines to the public and other stakeholders. This presentation could be a region wide meeting, special meeting/open house or at official public hearings for the municipalities. As necessary, Dover-Kohl can present the plan to multiple groups including at the regularly scheduled FORA Board meeting. The team members will be available to answer questions and explain the details of the plan and implementation recommendations.

The presentation should be scheduled approximately nine to eleven weeks following the conclusion of the charrette and in coordination with a regularly scheduled Board meeting.

3.4 Preparation of Final RUDG & Master Plan

The Tools and Guidelines will be revised based on comments received from the public, FORA staff and city officials (**2 rounds of revisions**). Dover-Kohl will submit the Draft form-based Tools and Design Guidelines to FORA and provide revisions to the document to create the Draft Master Plan Report that will be available to the public.

FORA and city officials shall have up to 30 days to provide comments and feedback on each of the drafts submitted. To the extent possible, comments shall be consolidated and specific to provide clear direction during revisions. The Consultant will require two to three weeks to complete requested revisions, depending on the extent of the revisions requested.

3.5 Presentations of Final RUDG & Master Plan

The proposed scope of services has described the tasks necessary to create Regional Urban Design Guidelines and Form-Based Tools for Fort Ord. If necessary, the Dover-Kohl Team can also assist FORA by participating in additional public meetings and public hearings leading to adoption of these regulations. Dover-Kohl will present these Guidelines in multiple locations, ensuring that all municipalities understand the content of the plan, with the intent of initiating the implementation process. The implementation strategy may again include MindMixer, to evaluate public response.

The presentation of the Final RUDG and Master Plan shall be scheduled in coordination with the completion of the second round of revisions and with a regularly scheduled Board meeting. As part of these presentations, the Board may be asked to accept the RUDG and Master Plan in order to lend support to the documents at they go to individual municipalities for approval.

3.5.1 Final Video Presentation

The team will finish the prescribed video, creating a project summary spanning from the very first team meeting to the creation of the final documents. This video can be used for publicity purposes, as well as for creating a simple means of visualizing the outcome of the plan.

3.6 Initiation of RUDG Implementation

Dover-Kohl will present the Guidelines in multiple locations, ensuring that all municipalities understand the content of the plan, with the intent of initiating the implementation process. The implementation strategy may again include MindMixer, to evaluate public response.

These meetings shall occur in coordination with the presentations of the Final RUDG and Master Plan. This includes one official meeting per individual municipality. Additional adoption meetings may be necessary depending on individual municipality processes and comfort with the proposed RUDG and shall be considered additional services.

3.7 Training Sessions

The Dover-Kohl team will lead one or more training workshops which would highlight the principles of the Design Guidelines and Tools, and train FORA and municipal staff on how to properly administer the new Guidelines for Fort Ord. At this time, the team will compile all pertinent data and transfer it into the hands of the FORA staff, including geospatial data, base files of all deliverable, and raw public input from Metroquest and MindMixer.

Training Sessions should be scheduled in coordination with presentations of the plans as possible to help FORA and municipal staff become more familiar with the guidelines and how they would be administered before, or as, they are being adopted.

SERVICES & DELIVERABLES INCLUDED IN PHASE 3

- Preparation of Draft RUDG & Master Plan
- FORA Taskforce Updates
- Presentations of Draft RUDG & Master Plan
- Revisions to create Final RUDG and Master Plan (2 rounds)
- Presentation of Final RUDG & Master Plan
- Presentation of Project Film
- Initiation of RUDG Implementation
- Training Sessions

FINAL WORK PRODUCTS:

- Regional Urban Design Guidelines (Form-Based Code)
- Implementation / Adoption Strategy
- Copies of all Presentations
- Video Documentation
- All technical data including:
 - GIS data
 - Map files
 - Raw Work Product Documents
 - Statistical Data from Web-Based Products

ARTICLE II

Format of Final Work Products

Consultant shall provide final work products to FORA, as follows:

- A. **Written & Graphic Documents.** Written and Graphic documents shall be printed in an appropriate hard-copy format on paper and digitally stored in an appropriate computer format such as on compact disc. Consultant will provide FORA with up to two (2) printed copies on paper and a one (1) digital copy.

- B. **Additional Copies.** Additional copies of written or graphic documents, or any portion of such documents, may be provided at the cost of reproduction, including an additional fee for services at the hourly rates indicated below in Article V of this Agreement.

ARTICLE III

Responsibilities of the Client

The Consultant's completion of tasks herein within a timely basis is contingent on FORA's cooperation in providing available information and its participation with respect to certain project activities. FORA shall be responsible to the Consultant for the timely performance of the following tasks:

- A. Provide, on a timely basis, the Base Information requested in Article IV.
- B. Provide supplementary information that may be reasonably requested from time to time during the course of the Project.
- C. Provide, supplies, equipment and facilities necessary to create an effective site visit, public meetings, and public workshop as requested below:
 1. For the public workshop/meetings, an appropriately sized room to accommodate the public with the required audio/visual equipment. The space must be a large, high-ceilinged room that will accommodate along the walls displays of several maps. The Consultant must have access to lighting controls and be able to darken the room. The room should be equipped with a projection screen no smaller than nine feet by twelve feet (9x12 ft.) and a working public address or sound system with microphone hook-ups. FORA shall also provide one (1) wireless "lavaliere" clip-on microphone and one (1) wireless hand-held microphone. The auditorium and equipment should be made available to the Consultant, as needed.
 2. For the confidential interviews during the site visit should be held at a neutral location, such as a hotel, in three small rooms.
 3. For Recording of all public meetings and workshops.
 4. Provide additional table facilitators as needed for the hands-on workshop. The Consultant will provide at minimum seven (7). There should be one (1) facilitator per every ten (10) attendees to the workshop. The Consultant can accommodate seventy (70) attendees.
 5. Provide a reasonable estimate for the attendance of the public events during the charrette. Create an RSVP list, if possible.
 6. Provide a project coordinator as a single point of contact for FORA.
 7. FORA Staff will attend and participate in project meetings upon the request of the Consultant.
 8. Provide public outreach throughout the project and soliciting the attendance of third parties whose participation the Client considers important including municipal staff and leaders from each jurisdiction within the study area.
 9. Make reasonable efforts to insure the attendance of a majority of elected officials, stakeholders, and investors at the charrette presentations.
 10. Provide appropriate meeting room(s) for the Charrette meetings, workshops, presentations, and studio workspace, including securing the space.
 11. Provide necessary refreshments for public involvement events.
 12. Promptly tender payment of all valid invoices.

ARTICLE IV

Base Information

In accordance with the Scope of Services, the Consultant requests that FORA provide at minimum the following Base Information:

- A. *SCALE BASE MAP INFORMATION*, in digital format, indicating existing conditions of the project area and context, including significant features above and below the ground, environmental constraints, archaeological sites, utility locations, etc. Maps should specifically include ArcGIS information of the project area indicating any property lines, easements, and any existing building footprints and heights, roadways, sidewalks, driveways, curbs and curb cuts, alleys, and traffic control devices, street signage, and current parking. The Consultant will work with FORA's GIS Services to obtain necessary base map information.
- B. *AERIAL PHOTOGRAPHS*, preferably in color, in plan view and at the largest possible scale.
- C. *RELEVANT EXISTING REGULATIONS*, which may constrain zoning, land use, or previous development proposals envisioned or supported by this Project, and relevant published comments of local government officials and administrators regarding such constraints for all municipalities and jurisdictions.
- D. *ANY OTHER RELEVANT DATA*, including pertinent portions of previous local zoning approvals, covenants, and previous site studies, traffic studies, infrastructure studies, market feasibility studies, historical background, etc.

Upon commencement of the Project, FORA shall provide the Consultant with the above information. FORA represents to the Consultant that it may depend upon the accuracy and completeness of the information so provided. If FORA is unable to provide any of the requested information, it shall immediately contact the Consultant to determine whether such information is reasonably necessary and how such information might otherwise be obtained. If the Consultant considers the requested information reasonably necessary for the project and FORA remains unable to provide such information, then the Consultant may not prepare or obtain such information as an additional service without the specific written approval of FORA.

ARTICLE V

Payments and Additional Services

- A. **Payments.** Consultant shall submit monthly invoices to FORA for professional services rendered to date on a monthly basis. Invoices shall include percent completion per task and shall cover professional services completed and reimbursable expenses incurred to the date of the invoice. Such invoices shall be paid in 30 days following review and approval by FORA.

Typical reimbursable expenses include travel (including transportation, food, and lodging), reproduction expenses, mailing, long-distance telephone, or any other miscellaneous or out-of-pocket expenses reasonably contemplated by the scope of services for this project. Dover, Kohl & Partners bills reimbursable expenses at cost and does not add any administrative fees. The reimbursable budget to complete the proposed scope of services for this project is estimated to be \$60,000.

- B. **Additional Services.** Additional services that FORA may authorize and which Consultant has not expressly agreed to provide, unless subject to a written change order, shall be considered outside the scope of this Agreement. Such additional services shall be billed to Client at the hourly rates indicated below in Section C of this Article. Consultant will present FORA with a monthly invoice for additional fees whenever additional services have been provided. No additional services may be provided without the specific written approval of FORA.

- C. Hourly Rate Schedule.** Where this Agreement provides for FORA's payment to Consultant of compensation on an hourly basis, professional fees shall accrue and compensation shall be paid in accordance with the following hourly rate schedule.

- D. Direct Expenses.** Consultant shall be reimbursed for reasonable business expenses if consistent with FORA expense policies and IRS guidelines and directly incurred pursuant to the terms of this agreement. Invoices for expenses must contain detailed itemizations and any expense of \$50.00 or more must be accompanied by an itemized receipt.

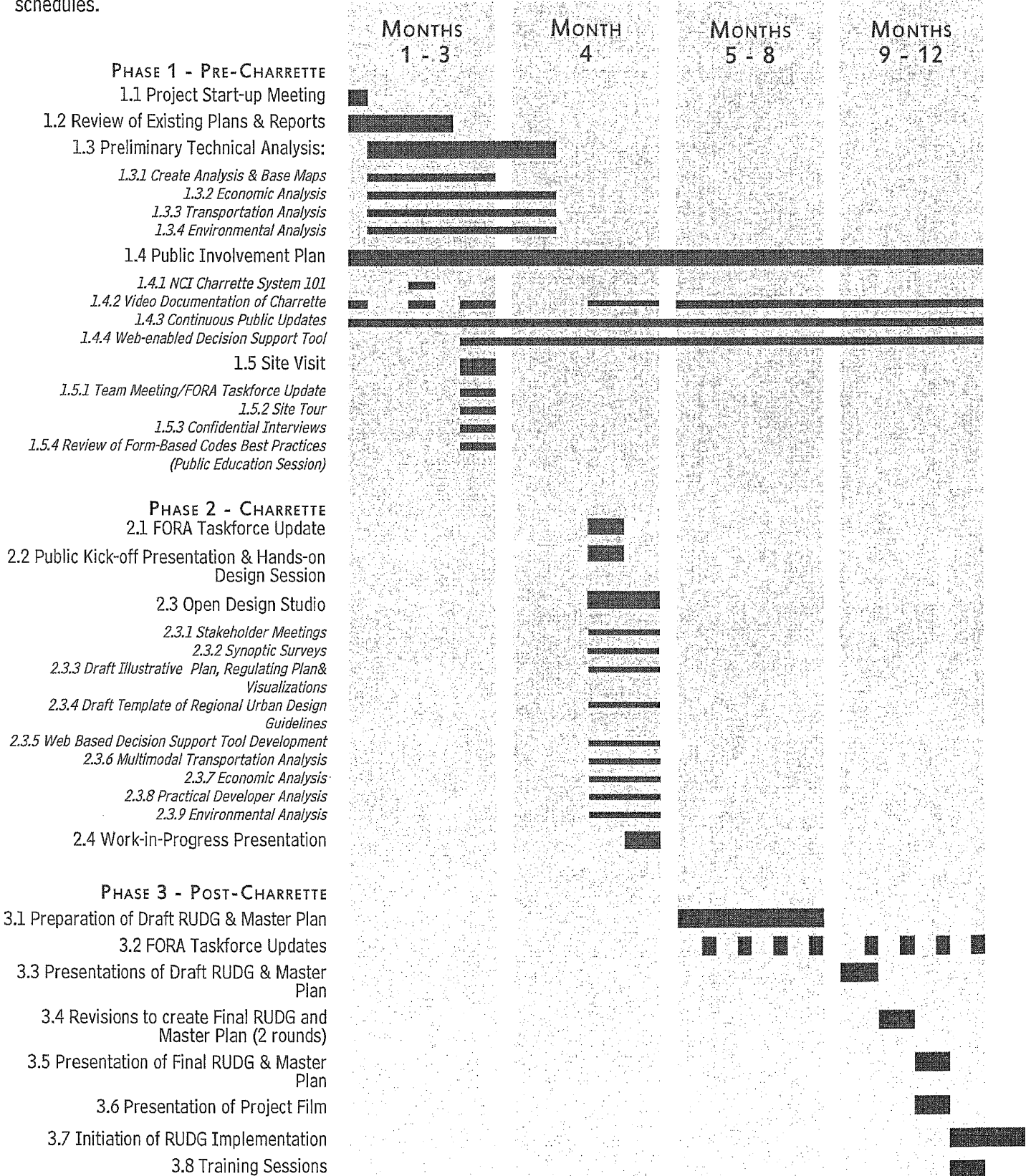
COST PROPOSAL

		Hourly Rate	Phase I (Hours)					Phase II (Hours)				Phase III (Hours)							Total Hours	Proposed Cost
			Task	1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	2.4	3.1	3.2	3.3	3.4	3.5	3.6		
Dover, Kohl & Partners	Victor Dover	\$375	2				34	8	4	86	6	4		4		4		20	172	\$64,500
	Project Director	\$150	2	24	16	24	34	8	4	94	6	24	35	8	8	8	16	48	343	\$53,850
	Director of Design	\$140						8	4	94		12			8				126	\$17,640
	Town Planner	\$90	2	24	24	72	34		4	102	10	32			24	24	16		376	\$33,840
	Town Planner	\$90							4	102		32			24				162	\$14,580
Alta	Principal	\$210	2								4			4				10	\$2,100	
	Managing Engineer	\$165	2	24			34			90	25			25				200	\$33,000	
	Project Engineer	\$100		32							32			32				96	\$9,600	
Strategic Economics	Principal	\$190	2	14			34			90	4			4				142	\$28,120	
	Sr. Associate	\$170	2	24							24			24				74	\$12,580	
	Associate	\$120		24							32			32				88	\$10,560	
Heltx	Principal Planner	\$205	2	8			19			53	8			4	18			112	\$22,960	
	Environ. Planner	\$100		24							24			24				72	\$7,200	
Castle & Cooke	President	\$200	2	8						60	4					10		84	\$16,800	
	Vice President	\$200	2								4					10		16	\$3,200	
Opticos	Principal	\$250								31								31	\$7,750	
	Sr. Associate	\$150								15								15	\$2,250	
P. Katz	President	\$250	2							24	2			4		8		40	\$10,000	
J. Speck	President	\$280	2							24	2			8		15		51	\$14,880	
B. Lennertz	President	\$250	2	6		22				32							16	72	\$19,500	
Total Fee:																		\$384,910		
Reimbursable Expenses:																		\$60,000		
TOTAL:																		\$444,910		

PROJECT SCHEDULE

Based on the series of tasks outlined in the Proposed Scope of Work we have developed a tentative production schedule to complete the Regional Urban Design Guidelines on the former Fort Ord. This proposed schedule is a draft and can be revised in consultation with FORA staff.

Note: Adoption of Guidelines by Municipalities may extend beyond 12 months and will be determined by individual municipality adoption schedules.



GENERAL PROVISIONS

1. INDEPENDENT CONSULTANT. At all times during the term of this Agreement, CONSULTANT shall be an independent Consultant and shall not be an employee of FORA. FORA shall have the right to control CONSULTANT only insofar as the results of CONSULTANT'S services rendered pursuant to this Agreement.
2. TIME. CONSULTANT shall devote such services pursuant to this Agreement as may be reasonably necessary for satisfactory performance of CONSULTANT'S obligations pursuant to this Agreement. CONSULTANT shall adhere to the Schedule of Activities shown in Exhibit "A".
3. INSURANCE.
 - a. MOTOR VEHICLE INSURANCE. CONSULTANT shall maintain insurance covering all motor vehicles (including owned and non-owned) used in providing services under this Agreement, with a combined single limit of not less than \$100,000/\$300,000.
4. CONSULTANT NO AGENT. Except as FORA may specify in writing, CONSULTANT shall have no authority, express or implied to act on behalf of FORA in any capacity whatsoever as an agent. CONSULTANT shall have no authority, express or implied, pursuant to this Agreement, to bind FORA to any obligation whatsoever.
5. ASSIGNMENT PROHIBITED. No party to this Agreement may assign any right or obligation pursuant to this Agreement. Any attempted or purported assignment of any right or obligation pursuant to this Agreement shall be void and of no effect.
6. PERSONNEL. CONSULTANT shall assign only competent personnel to perform services pursuant to this Agreement. In the event that FORA, in its sole discretion, at anytime during the term of this Agreement, desires the removal of any person or persons assigned by CONSULTANT, CONSULTANT shall remove any such person immediately upon receiving notice from FORA of the desire for FORA for the removal of such person or person.
7. STANDARD OF PERFORMANCE. CONSULTANT shall perform all services required pursuant to this Agreement in the manner and according to the standards observed by a competent practitioner of the profession in which CONSULTANT is engaged in the geographical area in which CONSULTANT practices his profession. All products and services of whatsoever nature, which CONSULTANT delivers to FORA pursuant to this Agreement, shall be prepared in a thorough and professional manner, conforming to standards of quality normally observed by a person practicing in CONSULTANT'S profession. FORA shall be the sole judge as to whether the product or services of the CONSULTANT are satisfactory but shall not unreasonably withhold its approval.
8. CANCELLATION OF AGREEMENT. Either party may cancel this Agreement at any time for its convenience, upon written notification. CONSULTANT shall be entitled to receive full payment for all services performed and all costs incurred to the date of receipt entitled to no further compensation for work performed after the date of receipt of written notice to cease work shall become the property of FORA.
9. PRODUCTS OF CONTRACTING. All completed work products of the CONSULTANT, once accepted, shall be the property of FORA. CONSULTANT shall have the right to use the data and products for research and academic purposes.

10. INDEMNIFY AND HOLD HARMLESS. CONSULTANT shall indemnify, defend, and hold harmless FORA, its officers, agents, employees and volunteers from all claims, suits, or actions of every name, kind and description, brought forth on account of injuries to or death of any person or damage to property arising from or connected with the willful misconduct, negligent acts, errors or omissions, ultra-hazardous activities, activities giving rise to strict liability, or defects in design by the CONSULTANT or any person directly or indirectly employed by or acting as agent for CONSULTANT in the performance of this Agreement, including the concurrent or successive passive negligence of FORA, its officers, agents, employees or volunteers.

It is understood that the duty of CONSULTANT to indemnify and hold harmless includes the duty to defend as set forth in Section 2778 of the California Civil Code. Acceptance of insurance certificates and endorsements required under this Agreement does not relieve CONSULTANT from liability under this indemnification and hold harmless clause. This indemnification and hold harmless clause shall apply whether or not such insurance policies have been determined to be applicable to any of such damages or claims for damages.

FORA is to indemnify, defend, and hold harmless CONSULTANT, its employees and sub-consultants, from all claims, suits, or actions of every name, kind and description, brought forth on account of injuries to or death of any person or damage to property arising from or connected with the willful misconduct, negligent acts, errors or omissions, ultra-hazardous activities, activities giving rise to strict liability, or defects in design by FORA or any person directly or indirectly employed by or acting as agent for FORA in the performance of this Agreement, including the concurrent or successive passive negligence of CONSULTANT, its officers, agents, employees or volunteers.

11. PROHIBITED INTERESTS. No employee of FORA shall have any direct financial interest in this agreement. This agreement shall be voidable at the option of FORA if this provision is violated.

12. CONSULTANT-NOT PUBLIC OFFICIAL. CONSULTANT possesses no authority with respect to any FORA decision beyond the rendition of information, advice, recommendation or counsel.

FORT ORD REUSE AUTHORITY BOARD REPORT

EXECUTIVE OFFICER'S REPORT

Subject: Outstanding Receivables

Meeting Date: March 13, 2015

Agenda Number: 11a

INFORMATION

RECOMMENDATIONS:

Receive a Fort Ord Reuse Authority (FORA) outstanding receivables update for February 2015.

BACKGROUND/DISCUSSION:

Development Fee/Preston Park: In 1997, the U.S. Army and FORA executed an interim lease for Preston Park. Preston Park consisted of 354 units of former Army housing within the jurisdiction of the City of Marina (Marina). Marina became FORA's Agent in managing the property. Marina and FORA selected Mid-Peninsula Housing Coalition to manage the property and lease it to tenants. In 1998, Mid-Peninsula completed rehabilitating Preston Park units and began leasing the property to the public. After repayment of the rehab loan, Marina and FORA have by state law each shared 50% of the net operating income from Preston Park.

The FORA Board enacted a base-wide Development Fee Schedule in 1999. Preston Park is subject to FORA's Development Fee Schedule overlay. In March 2009, the FORA Board approved the MOU between FORA and Marina whereby a portion of the Preston Park Development Fee was paid by the project. In 2009, Marina transferred \$321,285 from Preston Park, making an initial Development Fee payment for the project. The remaining balance is outstanding and was the subject of litigation.

In November 2014, Marina and FORA agreed to settle pending litigation primarily by Marina acquiring FORA's interest in Preston Park. In February 2015, FORA and Marina finalized terms of a settlement agreement and executed the document on February 19. The \$35 million settlement amount will include \$2.08 million payment of the outstanding fees. It is anticipated that FORA receive these funds within 90 days (May 19, 2015). An inadvertent property description flaw must be corrected in the initial Army to FORA transfer to complete the transaction. The corrective deed is now under US Army review and should be recorded by the March 13, 2015 FORA Board meeting

FISCAL IMPACT:

All former Fort Ord projects are subject to either the developer fee overlay or the Community Facilities District fees to pay fair share of the California Environmental Quality Act required mitigation measures. In addition, the outstanding balance is a component of the Basewide Mitigation Measures and Basewide Costs described in Section 6 of the FORA Implementation Agreements. If any projects fail to pay their fair share it adds a financial burden to other reoccupied or development projects to compensate.

COORDINATION:

Executive Committee

Prepared by _____
Ivana Bednarik

Approved by _____
Michael A. Houlemard, Jr.

FORT ORD REUSE AUTHORITY BOARD REPORT

EXECUTIVE OFFICER'S REPORT

Subject: Habitat Conservation Plan Update

Meeting Date: March 13, 2015

Agenda Number: 11b

INFORMATION

RECOMMENDATION(S):

Receive a Habitat Conservation Plan (HCP) and State of California 2081 Incidental Take Permit (2081 permit) preparation process status report.

BACKGROUND/DISCUSSION:

The Fort Ord Reuse Authority (FORA), with the support of its member jurisdictions and ICF International (formerly Jones & Stokes), FORA's HCP consultant, is on a path to receive approval of a completed basewide HCP and 2081 permit in 2015, concluding with US Fish and Wildlife Service (USFWS) and California Department of Fish and Wildlife (CDFW) issuing federal and state Incidental Take Permits.

After meeting with CDFW Chief Deputy Director Kevin Hunting on January 30, 2013, FORA was told that CDFW and BLM issues require a Memorandum of Understanding (MOU) between CDFW and BLM, outlining certain assurances between the parties, resulting in additional time. Also, according to CDFW, final approval of an endowment holder no longer rests with CDFW due to passage of SB 1094 (Kehoe)]. However, CDFW must review the funding structure and anticipated payout rate of the HCP endowment holder to verify the assumptions are feasible. CDFW has outlined a process for FORA and other Permittees to expedite compliance with endowment funding requirements. FORA has engaged Economic & Planning Systems (EPS) to provide technical support during this process.

If the current schedule is maintained, FORA staff expects a Public Draft HCP available for public review during 2015. On March 25, 2014, FORA representatives met with representatives from CDFW, University of California, and State Parks to address outstanding State-Fed and State-State policy issues. State Senator Bill Monning convened a follow-up meeting on June 23 in Sacramento. General agreement was achieved to conclude policy issues and publish the HCP on schedule. A technical meeting was held July 30, 2014 with BLM, Permittees, USFWS, and CDFW representatives to review HCP governance and cost items. Comments on HCP technical items and agreements were received by the August 29, 2014 deadline. **Update:** ICF will complete the screen check draft HCP by March 2, 2015. On this date, FORA will disseminate the draft electronically and order hardcopies for Permittees, CDFW, and USFWS. For the review schedule, FORA requests comments from Permittees within 60 days and comments from wildlife agencies within 90 days. If significant comments are received, FORA and ICF will schedule meetings to address comments before preparing the Public Draft HCP.

FISCAL IMPACT:

Reviewed by FORA Controller _____

Staff time for this item is included in the approved FORA budget.

COORDINATION:

ICF, Denise Duffy and Associates, USFWS, CDFW, Executive and Administrative Committees

Prepared by _____

Jonathan Garcia

Reviewed by _____

Steve Endsley

Approved by _____

Michael A. Houlemard, Jr.

FORT ORD REUSE AUTHORITY BOARD REPORT

EXECUTIVE OFFICER'S REPORT

Subject: Administrative Committee

Meeting Date: March 13, 2015

Agenda Number: 11c

INFORMATION

RECOMMENDATION:

Receive a report from the Administrative Committee.

BACKGROUND/DISCUSSION:

The Administrative Committee met on February 4, 2015 and February 18, 2015, the approved minutes will be included in the final Board packet.

FISCAL IMPACT:

Reviewed by the FORA Controller _____

Staff time for the Administrative Committee is included in the approved annual budget.

COORDINATION:

Administrative Committee

Prepared by _____ Approved by _____
Lena Spilman Michael A. Houlemard, Jr.

FORT ORD REUSE AUTHORITY BOARD REPORT

EXECUTIVE OFFICER'S REPORT

Subject: Post Reassessment Advisory Committee

Meeting Date: March 13, 2015

Agenda Number: 11d

INFORMATION

RECOMMENDATION(S):

Receive a Post Reassessment Advisory Committee (PRAC) activity/meeting report.

BACKGROUND/DISCUSSION:

The PRAC met on Thursday, February 26, 2015. The meeting focused on reviewing the Fort Ord Trails Symposium and discussing items for the 2015 Work Plan.

The Fort Ord Trails Symposium was a significant success by all accounts received - attracting nationally renowned speakers and an audience of approximately 200 people. Of special note, Mia Birk, the Keynote Speaker, attracted a CSUMB class during her presentation. The Symposium was supported by multiple agencies, including the Fort Ord Reuse Authority (FORA), CSUMB, the Transportation Agency for Monterey County (TAMC), Monterey County Parks, and the Bureau of Land Management (BLM).

Member suggestions included: Returning PRAC focus items (Blight removal, Trails, Regional Urban Design Guidelines and Economic Recovery) as regular agenda items, maintaining active Board communication, seeking Board approval to fund California State University Monterey Bay (CSUMB) student trail/active transit mapping project, inviting San Francisco Bay Trail Manager Laura Thompson to present experiences with cross-jurisdictional trail implementation, and supporting/enhancing trail docent programs to increase awareness of Fort Ord amenities.

The next meeting of the PRAC is scheduled for Thursday, March 26, 2015, at 12:45 pm.

Approved minutes from the Thursday, January 8, 2015 meeting are attached (**Attachment A**).

FISCAL IMPACT:

Reviewed by Fort Ord Reuse Authority (FORA) Controller _____

Staff time for this item is included in the approved FORA budget.

COORDINATION:

PRAC, CSUMB, TAMC, BLM, Administrative and Executive Committees.

Prepared by _____
Josh Metz

Approved by _____
Michael A. Houlemard, Jr.



FORT ORD REUSE AUTHORITY
BASE REUSE PLAN POST-REASSESSMENT ADVISORY COMMITTEE (PRAC)
MEETING MINUTES

1:00 p.m., Thursday, January 8, 2015 | FORA Conference Room
920 2nd Avenue, Suite A, Marina, CA 93933

1. CALL TO ORDER

Confirming a quorum, Fort Ord Reuse Authority (FORA) PRAC Chair Jerry Edelen called the meeting to order at 1:10 pm. The following people were in attendance:

Committee Members

Jerry Edelen (Chair), Del Rey Oaks
Gail Morton, City of Marina
Victoria Beach, Carmel-by-the-Sea
Jane Parker, Monterey County
Tom Moore, MCWD

Josh Metz, FOR A
Katie Ahern FORA

Other Attendees

Eric Morgan, BLM
Scott Waltz, member of the public
Bob Schaffer, member of the public
Jaine Haines, member of the public
Steve Matarazzo, UCSC

Staff

Michael Houlemard, FORA
Steve Endsley, FORA
Jonathan Garcia, FORA

2. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

FORA Executive Officer Michael Houlemard introduced Katie Ahern a returning member of FORA from the 1990's.

3. APPROVAL OF MEETING MINUTES

MOTION: Victoria Beach moved, seconded by Jane Parker, to approve the December 22 2014 meeting minutes, as presented.

MOTION PASSED: Unanimous.

4. PUBLIC COMMENT PERIOD

None.

5. BUSINESS ITEMS

Staff presented an overview of the Trails Symposium agenda including a confirmed speaker list and event schedule, along with handout which will be given to all attending for the upcoming Fort Ord Trails Symposium. Members gave input on the handout and the roundtable set up. Discussion focused on two issues, the need to recruit local officials for the Round Table sessions and, the configuration of the tables and room.

6. **ITEMS FROM MEMBERS**

7. **NEXT STEPS**

- a. FORA staff will continue to:
 - i. Develop Roundtable Chart
 - ii. Make name tags available with FORA Staff indicating in different color
 - iii. Continue general coordination of the Fort Ord Regional Trails Symposium

8. **ADJOURNMENT**

The next meeting of the PRAC was set for Thursday February 26 at 1:00pm. The meeting was adjourned at approximately 1:55pm.

Minutes prepared by Katie Ahern

FORT ORD REUSE AUTHORITY BOARD REPORT

EXECUTIVE OFFICER'S REPORT

Subject: Regional Urban Design Guidelines Task Force

Meeting Date: March 13, 2015

Agenda Number: 11e

INFORMATION

RECOMMENDATION(S):

Receive Regional Urban Design Guidelines (RUDG) Task Force (Task Force) Update.

BACKGROUND/DISCUSSION:

The RUDG Task Force met on Tuesday, February 10 and Monday, February 23, 2015. The February 10 meeting was an in-progress meeting with the FORA Design Charrette consulting team Dover, Kohl & Partners (DKP). The February 23 meeting was a post-charrette review and planning meeting.

The FORA Design Charrette was a 2-week undertaking that involved on-site meetings (individual & group) with members of the public and key stakeholders leading to draft design guidelines. The charrette involved over 1200 people in direct conversations during the 11-day event. The consultant team presented a Work-In-Progress report on Wednesday

During the February 23 meeting, members requested the consultant team to prepare a "Guidelines 101" presentation to help clarify Board and community understandings of project deliverables. Members emphasized the importance of consistent messaging on project scope and expected outcomes. Consultants are planning to deliver first draft guidelines for Task Force and Board review no later than April 16, 2015.

The next meeting of the Task Force will be 1:00pm, Tuesday, March 3, 2015 to review the "Guidelines 101" presentation.

The approved Tuesday, February 10, 2015 minutes are attached (**Attachment A**).

FISCAL IMPACT:

Reviewed by Fort Ord Reuse Authority (FORA) Controller _____

Staff time for this item is included in the approved FORA budget.

COORDINATION:

Administrative Committee, RUDG Task Force, and Dover, Kohl & Partners.

Prepared by _____
Josh Metz

Approved by _____
Michael A. Houlemard, Jr.



FORT ORD REUSE AUTHORITY

920 2nd Avenue, Suite A, Marina, CA 93933

Phone: (831) 883-3672 | Fax: (831) 883-3675 | www.fora.org

Attachment A to Item 11e
FORA Board Meeting, 3/13/15

REGIONAL URBAN DESIGN GUIDELINES TASK FORCE

1:00 p.m., Tuesday, February 10, 2015

920 2nd Avenue, Suite A, Marina CA 93933 (FORA Conference Room)

MEETING MINUTES

1. CALL TO ORDER

RUDG Chair Michael Houlemard called the meeting to order at 1:05 PM. Those in attendance:

Committee Members:

Anya Spear, CSUMB
Carl Holm, Monterey County
John Dunn, Seaside
Layne Long, Marina
Victoria Beach, Carmel
Elizabeth Caraker, Monterey

FORA Staff:

Josh Metz
Jonathan Garcia
Steve Endsley
Katie Ahern
Michael Houlemard
Crissy Maras

Others:

Jane Haines
Bob Schaffer
Ariana Green
Jason King, via phone (RUDG consultant)
Chris Placco, CSUMB

2. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

RUDG Chair Houlemard asked John Dunn to lead the Pledge of Allegiance. Other announcements included Mr. Houlemard inviting members to a celebration of life event to honor FORA's Senior Project Manager Jim Arnold this evening at Kula's Ranch in Marina. At this time Mr. Houlemard asked Mr. Dunn to assume chair duties.

3. APPROVAL OF MEETING MINUTES

a. January 26, 2015 Meeting Minutes

MOTION: Carl Holm moved, seconded by Victoria Beach, to approve the meeting minutes as presented.

MOTION PASSED: Unanimous.

4. PUBLIC COMMENT PERIOD

None.

5. BUSINESS ITEMS

a. Receive RUDG Charrette update

FORA's RUDG consultants were in attendance and provided an update on charrette attendance: Over 20 stakeholder meetings and two public workshops had been convened with 1,160 participants. Committee members commented that the charrettes were successful and provided an opportunity for community members to take part in former Fort Ord redevelopment. Concerns were raised about public expectations about outcomes, focus on land use versus design, and questions about the distinction between guidelines and codes.

6. ITEMS FROM MEMBERS

None

7. ADJOURNMENT

The meeting was adjourned at 3:06 PM.

NEXT MEETING: Tuesday, February 23, 1:00pm

FORT ORD REUSE AUTHORITY BOARD REPORT

EXECUTIVE OFFICER'S REPORT

Subject: Veterans Issues Advisory Committee

Meeting Date: March 13, 2015

Agenda Number: 11f

INFORMATION

RECOMMENDATION:

Receive an update from the Veterans Issues Advisory Committee (VIAC).

BACKGROUND/DISCUSSION:

The VIAC held meetings on September 25 and October 23, 2015. The approved minutes from those meetings will be included in the final Board packet.

FISCAL IMPACT:

Reviewed by FORA Controller _____

Staff time for this item is included in the approved FORA budget.

COORDINATION:

VIAC

Prepared by _____
Crissy Maras

Approved by _____
Michael A. Houlemard, Jr.

FORT ORD REUSE AUTHORITY BOARD REPORT

EXECUTIVE OFFICER'S REPORT

Subject: Water/Wastewater Oversight Committee

Meeting Date: March 13, 2015

Agenda Number: 11g

INFORMATION

RECOMMENDATION:

Receive an update from the Water/Wastewater Oversight Committee (WWOC).

BACKGROUND/DISCUSSION:

The WWOC held meetings on January 28 and February 18, 2015. The approved minutes from those meetings will be included in the final Board packet.

FISCAL IMPACT:

Reviewed by FORA Controller _____

Staff time for this item is included in the approved FORA budget.

COORDINATION:

WWOC

Prepared by _____
Crissy Maras

Approved by _____
Michael A. Houlemard, Jr.

Placeholder for Item 11h

Travel Report

This item will be included in the final Board packet.

FORT ORD REUSE AUTHORITY BOARD REPORT

EXECUTIVE OFFICER'S REPORT

Subject:	Public Correspondence to the Board	
Meeting Date:	March 13, 2015	INFORMATION
Agenda Number:	11i	

Public correspondence submitted to the Board is posted to FORA's website on a monthly basis and is available to view at <http://www.fora.org/board.html>.

Correspondence may be submitted to the Board via email to board@fora.org or mailed to the address below:

FORA Board of Directors
920 2nd Avenue, Suite A
Marina, CA 93933

DRAFT

- END -

**DRAFT
BOARD PACKET**



FORT ORD REUSE AUTHORITY

920 2nd Avenue, Suite A, Marina, CA 93933

Phone: (831) 883-3672 | Fax: (831) 883-3675 | www.fora.org

MEMORANDUM

TO: Monterey Peninsula College (MPC), Monterey-Salinas Transit (MST), Transportation Agency for Monterey County (TAMC), County of Monterey, Cities of Monterey, Marina, and Seaside

FROM: Jonathan Garcia, Senior Planner

RE: March 4, 2014 Administrative Committee Item 7a – Fort Ord Pollution Legal Liability Insurance Policy – Review Draft Cross Border Claim Agreement

DATE: February 27, 2015

FORA recently purchased a 10-year PLL Insurance Policy from Chubb Custom Insurance Company for period 12/31/2014 to 12/31/2024 with \$50 million in coverage limits. FORA is the first-named insured under the policy. MPC, MST, TAMC, County of Monterey, Cities of Monterey, Marina, and Seaside are named insureds under the policy.

Special FORA counsel Barry Steinberg advised FORA that a Cross Board Claim Agreement would benefit FORA and the named insureds in the event of a cross border insurance claim. The following FORA weblink includes a Word document of the draft Cross Border Claim Agreement for review and editing by the proposed Parties (a hard copy is included with this memo):

<http://fora.org/Admin/2015/Additional/FORA%20PLL%20Cross%20Border%20Agreement.doc>

If you have any questions on the PLL policy or draft Cross Border Claim Agreement, please contact me at (831) 883-3672 or jonathan@fora.org.

Enclosure (1)

AGREEMENT REGARDING POLLUTION AND LEGAL LIABILITY INSURANCE CROSS BORDER CLAIMS

This Agreement Regarding Pollution and Legal Liability Insurance Cross Border Claims (this “Agreement”) is made and entered into effective _31 December, 2015 (the “Effective Date”) by and among the **FORT ORD REUSE AUTHORITY**, a public corporation of the State of California (“FORA”), the **CITY OF MARINA**, the **CITY OF MONTEREY**, the **CITY OF SEASIDE**, the **COUNTY OF MONTEREY**, the **MONTEREY PENINSULA COMMUNITY COLLEGE DISTRCT**, a California community college district, the **MONTEREY-SALINAS TRANSIT DISTRICT**, a California special district, and the **TRANSPORTATION AGENCY FOR MONTEREY COUNTY**, a local area agency (each a “Party” and collectively, the “Parties”) with reference to the following facts.

A. FORA entered into a substantially similar Agreement Regarding Allocation of Pollution and Legal Liability Insurance Premium (the “PLL Agreement”) with each of the other Parties to this Agreement in or about December, 2014.

B. Pursuant to the PLL Agreement, a policy of Pollution and Legal Liability Insurance, policy number 37314351, has been obtained from Chubb Custom Insurance Company, which policy is effective for a ten (10) year term commencing December 31, 2014 and under which each of the Parties is a named insured (the “PLL Policy”).

C. The Parties desire by this Agreement to clarify how the Self Insured Retention and risk allocation aspects of coverage under the PLL Policy will be managed.

NOW, THEREFORE, based on the foregoing and in consideration of the mutual terms, covenants and conditions contained in this Agreement and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1. Sharing of Self Insured Retention. Each Party agrees that, in the event of claims under the PLL Policy under circumstances in which more than one insured suffers loss, damage or cost from the same Pollution Incident or Potential Incident (as defined in the Policy), the affected Parties who make claims under the PLL Policy will share the Self Insured Retention equally, without regard to causation or proportion of loss, damage, or cost.

2. Applicable Solely to Claims under PLL Policy. This Agreement applies solely to claims made under the PLL Policy. Each Party retains any right of cost recovery or to pursue any contribution action against any other Party without regard to this Agreement.

3. Additional Insureds. Any entity that seeks to be added to PLL Policy as an additional insured shall, as a condition precedent, execute, prior to being added to the PLL Policy as an additional insured, an agreement for the benefit of all other named and present or future additional insureds that adopts and accepts the provisions of this Agreement.

4. Notices. All notices and other communications given pursuant to this Agreement shall be in writing and shall be personally delivered or given by mailing the same by certified or registered mail, return receipt requested, postage prepaid or by United States express mail, by a commercially recognized courier service, or by facsimile transmission provided that a true copy of the facsimile transmission is sent on the same day by United States express mail or a commercially recognized courier service for delivery no later than the next business day. Any such notice or other communication shall be deemed to have been given on the earlier of (i) personal delivery, (ii) the date of delivery or refusal to accept delivery as shown on the return receipt, or (iii) when received by the Party to whom such notice or other communication is addressed if addressed as follows (or to such other or further addresses as a Party may designate by like notice, similarly sent):

Fort Ord Reuse Authority
ATTN: Michael A. Houlemard, Jr.,
Executive Officer
100 12th Street, Bldg. 2880
Marina, California 93933

City of Marina
ATTN: Layne Long
City Manager
211 Hillcrest Avenue
Marina, California 93933

City of Monterey
ATTN: Mike McCarthy
City Manager
580 Pacific Street
Monterey, California 93940

City of Seaside
ATTN: John Dunn
City Manager
440 Harcourt Avenue
Seaside, California 93955

County of Monterey
ATTN: Steve Mauck
Risk Manager
168 West Alisal Street, 3rd Floor
Salinas, California 93901

Monterey Peninsula Community College District
ATTN: Dr. Walter Tribley
President/Superintendent
980 Fremont Street
Monterey, California 93940

Monterey-Salinas Transit District
ATTN: Carl Sedoryk
General Manager/CEO
1 Ryan Ranch Road
Monterey, California 93940

Transportation Agency for Monterey County
ATTN: Debbie Hale
Executive Director
55-B Plaza Circle
Salinas, California 93901

5. Cooperation. Each of the Parties agrees to use reasonable and good faith efforts to take, or cause to be taken, all action to do, or cause to be done, and to assist and cooperate with any and all other Parties in doing, all things necessary, proper or advisable to consummate and make effective, in the most expeditious manner practicable, the transactions contemplated by this Agreement including signing, acknowledging, and delivering any instruments and documents as may be necessary, expedient, or proper, to carry out the intent and purpose of this Agreement. Each Party agrees to exercise good faith and fair dealing in the performance of its obligations under this Agreement.

6. Assignment. Except as otherwise provided in this Agreement, no Party shall have the right, power, or authority to assign or encumber any rights or interest in this Agreement or any portion of this Agreement, or to delegate any duties or obligations arising under this Agreement, voluntarily, involuntarily, or by operation of law, without the prior written consent of all other Parties.

7. Third-Party Rights. This Agreement has been made and is made solely for the benefit of the Parties. Nothing in this Agreement, express or implied, is intended to confer upon any individual or entity, other than the Parties, any rights or remedies, nor is anything in this Agreement intended to relieve or discharge the obligation or liability of any third persons to any Party to this Agreement, nor shall any provision give any third persons any right of subrogation or action over or against any Party to this Agreement.

8. Complete Agreement; Amendment. This Agreement is a full and complete statement of the Parties' understanding with respect to the matters set forth in this Agreement. This Agreement supersedes and replaces any and all prior or contemporaneous agreements, discussions, representations, or understandings between the Parties relating to the subject matter of this Agreement, whether oral or written. No addition, alteration, amendment, change, or

modification to this Agreement shall be binding upon the Parties, or any of them, unless reduced to writing and signed by each and all of the named insured Parties.

9. No Reliance. The Parties represent and acknowledge that in signing this Agreement they have not relied upon any course of conduct, representation, or statement made by any other Party with regard to the subject matter of this Agreement, other than those representations that are specifically stated in this Agreement.

10. Interpretation. This Agreement shall be construed as a whole and in accordance with its fair meaning. The organization and format of this Agreement (including the numbering of, or the captions, headings, or titles to, any sections or paragraphs of this Agreement) are intended solely for convenience of reference and shall not be used to construe the scope, meaning, intent, or interpretation of any part of this Agreement. Whenever used in this Agreement, the word “including” shall be deemed to be followed by the words “but not limited to.” Each number, tense, and gender used in this Agreement shall include any other tense, number, or gender where the context and references so require. Any pronoun used in this Agreement shall be read in the singular or plural number and in such gender as the context may require. It is understood and agreed by the Parties that this Agreement has been arrived at through negotiation and deliberation by the Parties, with each Party having had the opportunity to review and revise this Agreement and to discuss the terms and effect of this Agreement with counsel of its choice. Accordingly, any rule of law or legal decision that would require interpretation of any ambiguities in this Agreement against the Party that has drafted it is not applicable and is waived. Whenever possible, each provision of this Agreement shall be interpreted in such manner as to be effective and valid under applicable law. Any provision of this Agreement held to be void or unenforceable under applicable law shall be deemed stricken and all remaining provisions of this Agreement shall continue to be valid and binding upon the Parties.

11. Attorneys’ Fees. In the event of any action or proceeding in law or in equity arising out of or in connection with this Agreement or to enforce or interpret any of the terms of this Agreement, the prevailing Party or Parties in such action shall be entitled to have and recover from the non-prevailing Party or Parties reasonable attorneys’ fees, including fees on appeal, in addition to such other relief as may be granted. Each Party shall bear its own attorneys’ fees and costs incurred in the negotiation and implementation of this Agreement.

12. Authority. Each person signing this Agreement on behalf of a Party expressly represents and warrants that he or she has received full and complete authority to sign this Agreement on behalf of that Party, whether the Party is an individual or an entity, by the exercise of any necessary powers governing the execution of contracts by that Party and that no further approval of any kind is necessary to bind that Party to this Agreement.

13. Counterparts. This Agreement may be signed in any number of counterparts, each of which shall be deemed an original and all of which taken together shall constitute one and the same complete instrument. The signature page of each counterpart may be detached from such counterpart and attached to a single document which shall for all purposes be treated as an original.

IN WITNESS WHEREOF, the Parties have entered into this Agreement effective on the date first above written.

FORT ORD REUSE AUTHORITY

CITY OF MARINA

By: _____
Michael A. Houlemard, Jr.,
Executive Officer

By: _____
Layne Long,
City Manager

CITY OF MONTEREY

CITY OF SEASIDE

By: _____
Mike McCarthy,
City Manager

By: _____
John Dunn,
City Manager

COUNTY OF MONTEREY

MONTEREY-SALINAS TRANSIT DISTRICT

By: _____
Steve Mauck,
Risk Manager

By: _____
Carl Sedoryk,
General Manager/CEO

MONTEREY PENINSULA COMMUNITY COLLEGE DISTRICT

By: _____
Dr. Walter Tribbley,
President/Superintendent

TRANSPORTATION AGENCY FOR MONTEREY COUNTY

By: _____
Debra L. Hale,
Executive Director

FORA Board of Directors, March 14 2015

MCWD Augmentation Project

MCWD Obligation to FORA

- In the Water and Wastewater Agreements and their successor amendments, MCWD agreed:
 - MCWD will assume the responsibility of the operation, maintenance, and ownership of the existing water (and wastewater collection) systems on the former Fort Ord;
 - MCWD will cause to be planned, designed and constructed such additional water and sewer facilities as FORA, in consultation with MCWD, reasonably determines are necessary for the service area, **subsequently agreed to as an additional 2400 acre feet of water;**
 - MCWD may cause to be planned, designed and constructed any other facilities as MCWD reasonably determines will carry out the purpose of this agreement.

Background on MCWD Water Supply Augmentation

- In 1995, MCWD was one of the first agencies to build and operate a desalination plant in the United States
- In 2003, MCWD completed a programmatic EIR on a 3000 acre ft desalination project on Marina State Beach
- In 2007, MCWD completed a programmatic EIR on a 1500 acre ft RUWAP desalination project On Fort Ord Dunes State Beach
- Interrupting its own desalination planning, MCWD was convinced to join with the Regional Project for 10,500 acre ft in 2011 on Cemex lands and certified a project level EIR

MCWD chooses to restart its own desalination planning process

- **January 21, 2015 – MCWD voted to restart its desalination planning process to construct a desalination plant that can be scaled up as the need calls for it**
- **March 2, 2015 – MCWD Board approved a phased planning approach:**
 - **April, 2015 – Conceptual Design Complete**
 - **April, 2015 – Solicit proposals for 10% project design sufficient to:**
 - **Provide engineer's estimate of final project cost**
 - **Provide sufficient definition to start CEQA/NEPA process**
 - **Allow informed decisions to begin permitting**
 - **Allow enough specificity to begin to access grants and other funding**

Before we go to work...

Comments?

Questions?

Reactions?