

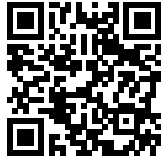
ANNUAL REPORT

FY 2015-2016



FORT ORD REUSE AUTHORITY

920 2nd Ave. Suite A • Marina, CA 93933 | Tel: 831-883-3672 • Fax: 831-883-3675 • www.fora.org



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Photo credit: images of oaks and landscapes by Bob Wick.

[*Editor's Note: All Jurisdictions were invited to submit reports in Spring 2016. Included updates were received by publication deadline.]

Executive Summary

The 2015-2016 Fiscal Year has proven to be the most active yet in Fort Ord Reuse Authority (FORA) history and has been quite memorable with respect to several key program elements.

During this past fiscal year, we experienced the start of a number of construction projects, the most notable being the Central Coast Veteran's Cemetery near the center of the former installation, the William F. Gourley Department of Defense/Veterans Administration Medical Clinic, and the first hotel project, the Spring Hill Suites at the Dunes on Monterey Bay.

Other projects in construction this past fiscal year were:

- Dunes on Monterey Bay Single Family Housing
- Dunes on Monterey Specific Plan Fast Casual Restaurant project
- Cinemark Movie Complex
- Bureau of Land Management (BLM) Regional Offices
- Monterey Bay Kidney Dialysis Center
- California State University Monterey Bay (CSUMB) Business and Technology Building,
- East Garrison Homes
- AMCAL Promontory Suites Complex

Several other key developments have been moving Other key projects have been moving toward approval and some that will start construction in the coming year including expansion of the shopping center in the Dunes on Monterey

Bay, Phase II of the AMCAL Promontory Suites complex, new housing through the Veteran's Transition Center, and additional CSUMB Building Removal. Additionally, FORA Surplus II Industrial Hygienist studies will provide information needed for reuse/redevelopment of this land area.

In 2014, FORA completed all known field work under the US Army's Environmental Services Cooperative Agreement (ESCA) munitions removal. The Range 44 Habitat Restoration results were described as a model by resource agencies and FORA continues to successfully manage the required final processing toward regulator sign-off approvals.

Notably, the Regional Urban Design Guidelines were also completed this past year, providing direction relevant to visually significant areas, including framework for Gateways, Centers, Trails, and other key design areas and uses on the lands on former Fort Ord.

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



Congressman Sam Farr and Chief of Staff Rochelle Dornatt receive the Association of Defense Communities President's Award for their leadership and service to the Nation's defense communities and are joined by Supervisor John Phillips and Mayor Pro Tem Ian Oglesby and others from the Monterey Bay delegation to the conference.

(Executive Summary continued)

FORA also effectively transitioned-in four new staff following the retirement of one long-term staff (Ivana Bednarik, Controller) and the sad and untimely loss of another (Jim Arnold, Senior Project Manager), and adjusted a staff position (Josh Metz, Economic Development Coordinator), to focus on job creation components of the Base Reuse Plan reassessment follow-up. In addition, following Board direction, FORA hired Prevailing Wage Program Coordinator, Sheri Damon. One of Sheri’s roles is to advise jurisdiction staff, contractors, and building trade representatives regarding FORA Master Resolution and state Prevailing Wage requirements, policies, and procedures.

Despite on-going challenges in reuse of former Fort Ord—such as a lagging national economy, need for water supply augmentation, sustaining prevailing wage commitments, and moving forward with economic development in support of local jurisdictions—FY 2015-16 achieved significant milestones.

The demonstrated accomplishments of this past year, and the continuing commitment to reuse by the FORA Board, attest to the dedicated leadership present within the communities of our region.



BLM Central Coast Field Office ribbon cutting on April 8, 2016.



Cinemark Movie Complex.

Michael A. Houlemard, Jr.
– Michael A. Houlemard, Jr.
Executive Officer



Joel & Dena Gambord Business and Information Technology Building, CSUMB.

Economic Development Program Update

During FY 2014-2015, the FORA Board established an Economic Development Program and approved recruitment of an Economic Development Coordinator. Josh Metz was selected to head up this component of the regional recovery and reuse effort. In the initial quarter of this current fiscal year, there has been substantial progress in receiving site, expansion and availability inquiries from local and regional developers and businesses about former Fort Ord property. These inquiries are explored, verified, cultivated and connected in coordination with relevant land owners and jurisdiction representatives.

The FORA Board's support of CSUMB economic development initiatives, Startup Monterey Bay and the Small Business Development Center (SBDC), contribute to a growing and strengthening entrepreneurial system in the Monterey Bay Region. FORA staff also remains actively engaged with the Monterey Bay Economic Development Partnership, UC MBEST, Monterey County Business Council, Seaside Post News Service, Monterey Peninsula Chamber and others to advance regional reuse and recovery activities. These efforts will continue in the months ahead, enhanced by participation in statewide, regional and national economic development conferences and summits, and continued strengthening of information and marketing resources.

Project Update

FORA staff remain actively engaged with local jurisdictions to review, coordinate and facilitate individual development project progress along planning, entitlement, and construction phases. FORA representatives are also actively involved in the California Association for Economic Development, the Association of Defense Communities, and the International

Economic Development Council to publicize opportunities available at former Fort Ord and expand recovery efforts and outreach.

The following is a brief listing of some of the closure recovery projects currently in progress at former Fort Ord.



- **County of Monterey:** East Garrison reuse is becoming a thriving community. The current housing estimate is 360 affordable rental and market rate ownership dwelling units either occupied or under construction. County staff are regularly engaged in disposition of County Redevelopment Successor Agency property and anticipate additional land sales this coming fiscal year.
- **City of Del Rey Oaks:** Del Rey Oaks has engaged its developer team in project reviews that should result in a proposed project for Council processing and consideration. Anticipated to be under way by the end of the 2016 calendar year.
- **City of Marina:** The Dunes on Monterey Bay mixed-use coastal village is well underway with approximately 220 affordable, workforce, and market rate residential units either built or under construction. Within the project area, the joint William Gourley Veterans Administration/Department of Defense clinic, Marriott Spring Hill Suites Hotel, and new restaurant/retail project at the Dunes Shopping Center are all under construction with anticipated opening dates in 2016. The BLM's new office and the Monterey Bay Kidney Dialysis Center completed construction this past year, providing new jobs in the region as well as adding new jobs in Marina.
- **City of Seaside:** The Seaside Senior Living Project Draft Initial Study/Proposed Mitigated Negative Declaration was released in March 2016 for public review. The proposed Senior Living Project would consist of 88 units within an assisted living facility, 43 units within a memory care facility, and 13 units within a co-housing facility. Additionally, the Seaside Resort developer plans to complete construction of a luxury hotel and golf course residential units over the next few years.



(Economic Development Program Update continued)



View above the Dunes Housing development construction and Marriott Spring Hill Suites Hotel near completion.

Base Reuse Plan - Post Reassessment

Post-Reassessment Advisory Committee (PRAC)

In 1997, a comprehensive BRP was adopted by FORA that established the “3 E’s” — Economy, Education and Environment — as guiding principles for former Fort Ord reuse and regional recovery.

In 2012, FORA assessed BRP progress and issued a comprehensive BRP Reassessment Report. During Board workshops in 2013, then-chairperson of FORA, Jerry Edelen (Mayor of Del Rey Oaks), formed and appointed a Post-



Reassessment Advisory Committee (PRAC) to review topics and options under BRP Reassessment Report Categories I and IV, and to make priority recommendations to the FORA Board (please refer to www.fora.org/BRP for Category definitions).

In Fiscal Year 2015-2016, PRAC addressed a variety of topics that included Affordable Housing, Economic Development, Fort Ord Trails Concept, Water Augmentation, Building Removal, finalizing reassessment Categories I & II, and the Regional Urban Design Guidelines (RUDG).

One of the major topics PRAC addressed involved building affordable housing on former Fort Ord. PRAC hosted workshops with several affordable housing experts who presented information about the challenges to providing housing that is affordable to large segments of the population. Linda Mandolini, Executive Director of Eden Housing spoke on personal experience building affordable housing with land trusts. Cathy Gallagher and Dr. Lynn Reaser of the Fermenian Business and Economic Institute at Point Loma Nazarene University discussed a case study that resulted in affordable housing opportunities.

Categories I & II

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

In fall 2015, FORA began its effort to complete BRP Categories I & II by conducting a consultant selection process. In February 2016, FORA contracted the planning consultant firm of Michael Baker International (MBI) to complete Categories I & II.

Category I consists of text/figure changes to the BRP, and Category II involves prior FORA Board actions and regional plan consistency.

In May 2016, MBI issued a Determination Opinion memorandum to provide FORA an informed opinion as to whether Categories I & II constitute a project under the California Environmental Quality Act. In conclusion, MBI opined that Categories I & II BRP revisions do not meet the definition of “projects” under CEQA, and that updating the BRP to reflect these past actions is an administrative exercise necessary to memorialize the changes and prior Board actions.

Category III

In the BRP Reassessment Report, Category III is the category for policies and programs that are incomplete. In Fiscal Year 2015-2016, FORA moved ahead with assisting Seaside and Monterey County’s efforts complete BRP Oak Woodland policies and programs to designate an Oak Woodlands Conservation Area in certain areas (more below). Another Category III policy that jurisdictions were required to do was develop a comprehensive trail network. FORA’s contribution to that effort was concluded in March 2016 (see next page). A third Category III requirement came to fruition in 2016, which was base-wide design guidelines. Some of the policies or programs in Category III remain incomplete because events, such as development of a specific area, will trigger implementation when they occur. But FORA has filled in significant gaps in BRP completion this fiscal year.

(Base Reuse Plan continued)

Oak Woodlands Conservation

In January 2016, the FORA Board authorized release of a Request for Proposals from professional consultants to prepare a Draft Oak Woodland Conservation Area Map and Draft Oak Woodland Area Management and Monitoring Plan.

In May 2016, after an extensive recruitment process, FORA selected the consultant planning firm of Denise Duffy & Associates (DD&A) to complete work tasks for the Oak Woodland Conservation Plan.

FORA will head this effort by teaming with the City of Seaside and County of Monterey to meet their respective BRP Oak Woodlands Policies and Programs. In addition, FORA's work on an Oak Woodland Conservation Plan is expected to benefit the California Department of Veterans Affairs (CalVet). The oak woodland consultant will complete an Oak Tree and Mitigation Strategy report to assist CalVet in meeting their oak woodland mitigation obligations.

The City of Seaside, County of Monterey, and CalVet have unique individual needs related to their oak woodland conservation obligations on former Fort Ord lands. FORA's Oak Woodland Conservation Planning efforts will facilitate completion of these three jurisdictions' individual Oak Woodland obligations, and will be shared with other FORA jurisdictions.

Draft Trails Concept

In March 2016, the FORA Board adopted Resolution 16-06 in support of a "Draft Trails Concept" on former Fort Ord property.

The Draft Trails Concept was developed in cooperation with the cities of Seaside, Marina, and Del Rey Oaks, the County of Monterey, CSUMB, the UCMBEST, and the Transportation Agency for Monterey County (TAMC).

A key goal of this inclusive and cooperative effort was to facilitate future planning to develop a network of recreational trail connections on former Fort Ord.

BRP principles guiding this effort included:

- The trail system should be adequate to provide connections to non-motorized transportation alternatives to all neighborhoods in the former Fort Ord.

- The trail system should reinforce the redevelopment planning strategy of using recreation and open space assets to make the former Fort Ord attractive to potential users by interconnecting the increasing access to those assets.
- Adequate ROW should be reserved along planned transportation corridors to accommodate planned trails in addition to the entire planned road cross section.
- The Fort Ord trails system shall be part of a larger regional trails network which includes, but is not limited to, the Toro Regional Park trails, existing and proposed Carmel Valley trails, the existing Highway 68 corridor (used as a bike route). Fort Ord trails shall be linked to regional bike/pedestrian trails wherever possible.



Regional Urban Design Guidelines Adoption

Completing a 2-year public process, the Board unanimously adopted Regional Urban Design Guidelines (RUDG) at the June 10, 2016 meeting. Over the course of the RUDG development, a 7-member Board designated RUDG Task Force met on 34 separate occasions and reviewed 25 document drafts. The RUDG policy development, review and revision process included broad representation from member jurisdictions, educational institutions, development community representatives, regional agencies, public interest groups, and building and trade representatives, among others. RUDG adoption represents a major milestone in completing policies and programs

(Base Reuse Plan continued)

highlighted in the 2012 BRP Reassessment, and provides increased clarity on matters of visual importance for Fort Ord reuse.

RUDG completion was originally designated as a distinct 1997 Base Reuse Plan (BRP) implementation action. In March 2005, the Board approved the Highway 1 Design Guidelines as the first RUDG action. The 2012 Reassessment Report identified RUDG completion, including policies for Gateways, Town & Village Centers, Regional Circulation Corridors and Trails, as to-be-completed BRP requirements. In spring 2013, the Post Reassessment Advisory Committee (PRAC) was chartered and recommended RUDG completion. Subsequently, the Board approved FY 13/14 and FY 14/15 budgets and FORA Staff Work plans that included RUDG completion.

During 2014, the Board empaneled RUDG Task Force to oversee RUDG consultant recruitment/selection, provide advice about RUDG content and form, and guide the effort to completion. Following a national search, an interdisciplinary team, led by Dover, Kohl & Partners (DKP), was selected. In November DKP and FORA staff completed a series of stakeholder interviews during a preliminary Site Visit. In February 2015, DKP and FORA staff, completed a 10-day public design “charrette” leading to a preliminary draft RUDG. Following the February 2015 charrette, FORA and jurisdictional staff, consultants and the RUDG Task Force conducted a robust review and revision process leading to a DRAFT RUDG policy document. Staff and DKP presented a project update at the April 10, 2015 Board Meeting. In response to Board and Task Force feedback, RUDG deliverables were divided into the RUDG document (concise policy for Board adoption) and Appendices (supporting content).



A Special Board Workshop/Public Open House was held November 2, 2015 to present the draft RUDG status and receive Board and public feedback. Subsequently, the Task Force met on December 16, 2015 to review progress, and requested DKP provide a final draft to allow direct editorial access. During subsequent content review, Task Force members and staff recognized the need to further refine document organization and policy language. This work was completed and an interactive website <http://www.designfortord.org> was created for increased accessibility, clarity, and to facilitate implementation.

A second Special Board Workshop and Public Open House was held on March 7, 2016 to present progress including the new website format. The Task Force met on May 10, 2016, and recommended a Public Review Draft be released for review and comment. Received public comments were reviewed and incorporated as determined appropriate by the Task Force and staff. At the conclusion of the meeting, Task Force members voted unanimously to advance the RUDG for Board to consideration.

Following the staff presentation at the June 10 meeting, Board members voted unanimously to adopt the RUDG as presented. The DKP contract concluded with final invoice payment on June 29, 2016. Total contract expenditure was \$420,537; which is \$94,373 below the approved \$514,910 contract amount. Cost savings reflect staff and Task Force in-house project completion efforts. Staff will be working with jurisdictions to integrate the new policy into the consistency determination review and submittal materials, as well as informing local policy integration.

(Base Reuse Plan continued)

The Parker Flats Prescribed Burn Experiment

In 2005, the Fort Ord Reuse Authority (FORA), the U.S. Army, Monterey County, Monterey Peninsula College, and the Bureau of Land Management (BLM) executed the Proposed East Garrison/Parker Flats Land-Use Modification Memorandum of Understanding, resulting in exchanging East Garrison habitat reserve acres from East Garrison to a portion of Parker Flats.

This exchange required U.S. Fish and Wildlife Service (USFWS) concurrence since it amended the Army's 1997 Habitat Management Plan (HMP). USFWS concurred in the proposed HMP amendment, requiring FORA and/or County to conduct a prescribed burn within Parker Flats habitat reserves and pre-burn and post-burn HMP species monitoring to measure growth and recovery.

In 2004 and 2005, FORA coordinated with local Fire Departments and California State University Monterey Bay (CSUMB) biologists to combine wildfire training and HMP species regrowth and recovery.

In 2005, a team of biologists and environmentalists from the California State University Monterey Bay, Division of Science & Environmental Policy, in conjunction with the Fort Ord - Coordinated Resources Management Planning team, met to explore methods to address the regeneration of special-status plant species on Parker Flats.

With funds provided by FORA, CSUMB conducted a 10-year prescribed burn recovery program that was first studied for baseline establishment in 2004 and 2005, and now has concluded with a final report in 2015. Dr. Lars Pierce presented his findings in a final report: "The Parker Flats Prescribed Burn: 10th Year Post-fire Vegetation Recovery in 2015."

Dr. Pierce's research found that the 2005 burn resulted in successful HMP species growth and recovery. Pre-burn and post-burn surveys showed that both distribution and frequency of obligate seeders (HCP plant species that use fire to open seed coats) improved after the 2005 burn.

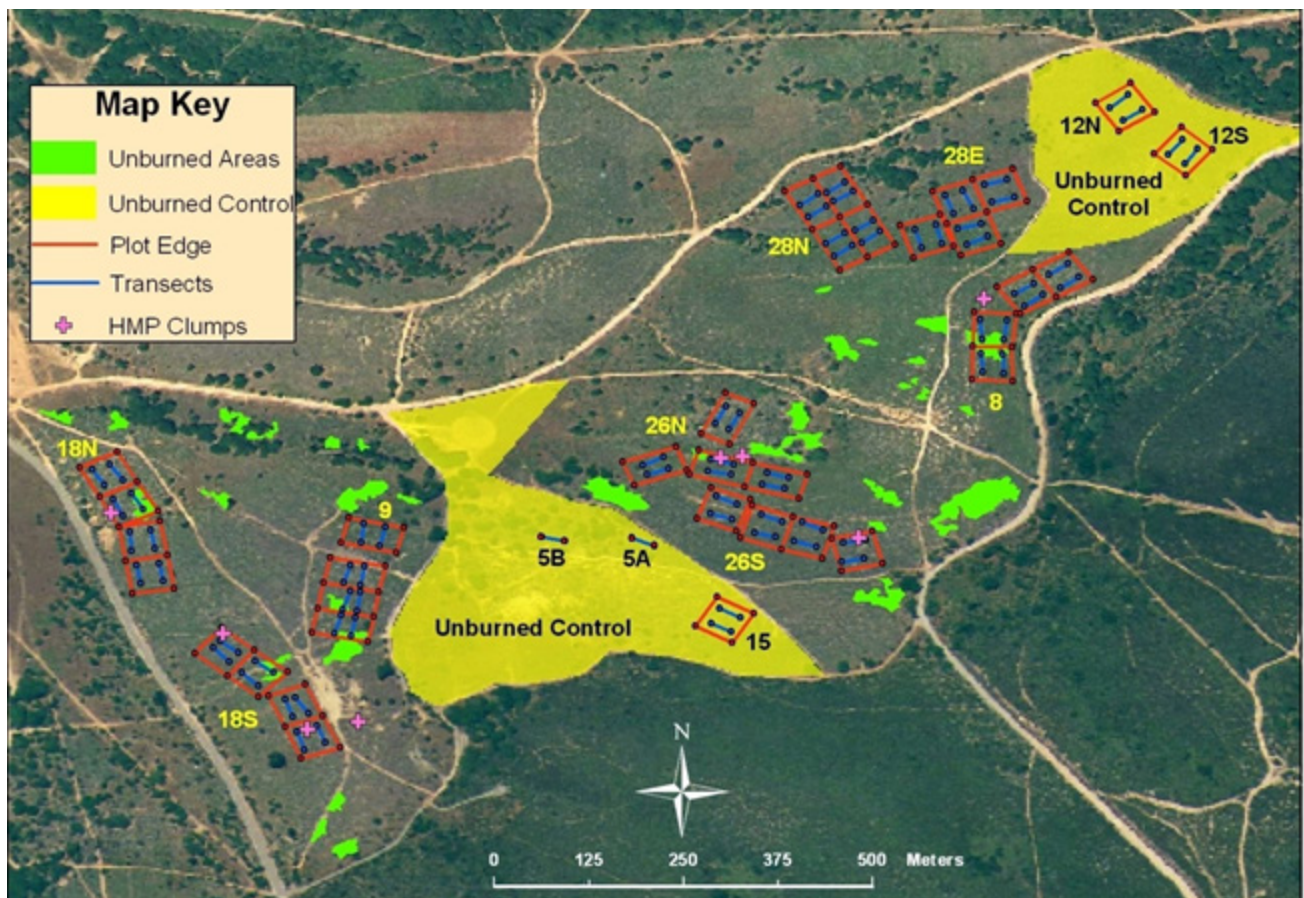


Figure 1: Parker Flats Prescribed Burn Experiment Map, 2015.

Implementing the Base Reuse Plan

Consistency Determinations

When a former Fort Ord commercial, retail or residential reuse land use determination is proposed, the FORA Board is required to review the effort for consistency between the Base Reuse Plan (BRP) and a jurisdiction's decision based on their documents, such as a city or county general plan and zoning ordinance. FORA considers consistency determination findings between the BRP and a jurisdiction's development entitlement process and materials through review of approved subdivision maps, parcel maps, and site plans. Entitlement consistency determinations project level are administrative decisions assigned to the FORA Executive Officer and may be appealed to the FORA Board.

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

In February 2016, the FORA Executive Officer approved a project-level consistency determination for the City of Marina's Dunes Specific Plan Fast Casual Restaurant Project, a ±40,300 square-foot shopping center located on a ±3.7 acre site within the Dunes on Monterey Bay (formerly University Villages) Specific Plan area. In June 2016, FORA also concurred in the City of Marina's consistency finding for the Bridge House Project located off of MacArthur Drive.

Annual Reporting - Constraints Management

The BRP requires FORA to provide an annual report about the reuse, resource and service levels related to planning and projects.

Monitoring Transportation Improvements

The BRP requires FORA to work with the Transportation Agency for Monterey County (TAMC) to monitor current and projected traffic service levels on links identified as "on-site" and "off-site" road segments in the BRP. TAMC, working with the Association of Monterey Bay Area Governments (AMBAG), completed the "2005 FORA Fee Reallocation Study" which was incorporated by the FORA Board into the Capitol Improvement Plan in April 2005. Within this study, TAMC performed a comprehensive review of traffic service levels within "on-site," "off-site," and "regional" segments noted in the BRP and reallocated FORA's transportation mitigation funding. FORA continues to work with TAMC to monitor traffic service levels and recently collaborated with TAMC to complete an updated 2016 FORA Fee Reallocation Study.

Water Allocations and Monitoring

The FORA Board is required to determine whether a project is consistent with the BRP if a project approved by the land use jurisdiction can or cannot be served by water supplied by the FORA water purveyor from the jurisdiction's allocation or by water imported to the former Fort Ord from another available water source. The two development entitlements submitted to FORA for consistency determination in FY 2015-16 demonstrated that they would not exceed the jurisdiction's groundwater allocation on former Fort Ord and were therefore determined consistent with the BRP.

Table 1.1 (following page) shows former Fort Ord Land Use Jurisdictions' groundwater allocations, sub-allocations, 2012 Consumption Amounts, Committed Amounts, and Remaining Amounts in Acre Feet per Year (AFY). Table 1.2 (page 12) shows Fort Ord Land Use Jurisdictions' recycled water allocations. Recycled water is not yet available for delivery to Fort Ord water users.

Table 1.1—Former Fort Ord Water Allocations

Ord Community Land Use Jurisdiction	SVGB Allocation (AFY)	Suballocations To	2013 Consumption Amount (AFY)	Committed Amt. (AFY)	Remaining Amt.(AFY)	Notes:
CSUMB	1,035		292	938	97	
		Campus Build-out projection to 2025	292	938		2007 Campus Master Plan FEIR
City of Del Rey Oaks	242.5		0	0	242.5	
		None	0	0		
City of Monterey	65		0	0	65	
		None	0	0		
County of Monterey	710		73.4	525.7	184.3	
		East Garrison 1	71.6	470		Allocation reso. 05-268
		MPC	0	52.5		Allocation
		Whispering Oaks	0	0		Allocated 93 AFY, then revoked with the approvals
UCMBEST	230		1	1	229	
		UCMBEST Center	1	1		MCWD 10-year Annual Consumption Report (Consumption report)
City of Seaside	1,012.5		456.3	910.4	102.1	
		Sunbay Apts.	48.7	120		Allocation 10/23/2001 (FORA – Army MOA Amendment #1)
		Brostrom Park (Bayview)	48.4	84.8		Allocation 10/23/2001 (FORA – Army MOA Amendment #1)
		Seaside Highlands	156.2	168.5		Allocation reso. 02-07
		Seaside Resort	.5	161.4		Allocation reso. 05-44
		Monterey College of Law	unknown	2.6		Allocation reso. 04-20
		MPC	unknown	9.7		Allocation reso 09-36
		MPUSD	40.6	40.6		Consumption report
		Chartwell School	unknown	6.4		Allocation reso. 05-26
		Main Gate	0	149		WSA totaled 207 AFY. Allocation of 149 AFY on 5/15/2008

Table 1.1—Former Fort Ord Water Allocations (continued)

Ord Community Land Use Jurisdiction	SVGB Allocation (AFY)	Suballocations To	2013 Consumption Amount (AFY)	Committed Amt. (AFY)	Remaining Amt.(AFY)	Notes:
City of Seaside, (continued)		Blackhorse & Bayonet Golf Courses	139.1	139.1		Agreed on 4/1/10: 2,500 AF in exchange for 17 acre parcel; maximum 500 AFY (temporary)
		American Youth Hostel	0	5.5		Agreed on 12/15/2007: Joint Seaside City Council/RDA meeting - Army-Seaside land exchange
		Construction	18.9	18.9		Consumption Report
		Other existing	3.9	3.9		Consumption Report
U.S. Army	1,582		490.6	490.6	1,091.4	Consumption Report
		None	490.6	490.6		
State Parks and Rec.	39.5		0	0	39.5	
		None	0	0		
City of Marina	1,325		324.6	1,326.3	-1.3	
		Abrams Park	44.2	74		Consumption Report
		Cypress Knolls	0	156.1		Allocation 11/8/2006
		Marina Heights	7.3	292.4		Allocation 3/3/2004
		Preston Park	74.9	74.9		Consumption Report
		MPUSD	4.8	4.8		Consumption Report
		Dunes on Monterey Bay	107.5	593		Allocation 5/31/2005
		Rockrose Gardens	Unknown	4.9		Allocation 6/9/2011
		Airport	2.3	2.3		Consumption Report
		MPC	Unknown	7		Allocation 2/6/2007
		Promontory	Unknown	33.3		Allocation 7/2/2014
		Construction	25.3	25.3		Consumption Report
		Other existing	58.3	58.3		Consumption Report
Marina Sphere	10		1.8	1.5	8.5	
		Ord Market	1.8	1.5		2006 Ord Market-County RDA DDA and Lease Agreement
Reserved to cover line loss	348.5		0	348.5		
Total GW:	6,600		1,639.1	4,542	2,058	

Sources: FORA 2015, Marina Coast Water District 2015 per notes column.

(Base Reuse Plan Implementation continued)

Notes:

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

“Suballocations To” means FORA agency’s allocation of its water rights to a specific project or projects, or tracking of 2012 consumption data when no project allocation exists.

“Committed amount (AFY)” means project suballocation, when it exists, or 2014 consumption data when no project allocation exists. Bayonet and Blackhorse Golf Courses water consumption is not counted (temporarily) as a committed amount since MCWD delivery of augmented water will replace this consumption when available.

Table 1.2—Fort Ord Recycled Water Allocations

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

Notes:

“Recycled Water Allocation (AFY)” means allocations of Recycled Water made by the FORA Board in 2007. A number of former Fort Ord development projects (such as Seaside Resort Golf Courses, Seaside Highlands, and East Garrison) now include recycled water infrastructure (purple pipes) to deliver recycled water for landscaping when it becomes available.

Residential Unit and Population Monitoring

The BRP notes that FORA will incorporate jurisdictions’ reports regarding residential population and numbers of units in the FORA annual report. Based on current information, Table 2 shows the current population estimate on former Fort Ord and Table 3 shows projected population within 2017.

Table 2—Current Former Fort Ord Population Estimate

Category	Units	Occu-pancy /Unit	Popula-tion
POM Annex	1,590	2.6	4,134
CSUMB	1,253	2	2,506
East Garrison	319	2.6	829
Seaside Highlands	380	2.6	988
Seaside Resort	5	2.6	13
Dunes on Monterey Bay	261	2.6	679
Preston Park	352	2.6	915
Abrams B	192	2.6	499
Housing Authority	56	2.6	146
Shelter Outreach Plus	39	2.6	101
Veterans Transition Center	13	2.6	34
Interim Inc	11	2.6	29
Sunbay	297	2.6	772
Bayview	225	2.6	585
Estimated Subtotal	4,993		12,230
CSUMB beds			1,832
Promontory beds			579
Estimated Total			14,641

*(Base Reuse Plan Implementation continued)***Table 3—Projected 2017 Former Fort Ord Population Estimate**

Category	Units	Occu- pancy /Unit	Popula- tion
POM Annex	1,590	2.6	4,134
CSUMB	1,253	2	2,506
East Garrison	479	2.6	1,245
Seaside Highlands	380	2.6	988
Seaside Resort	7	2.6	18
Dunes on Monterey Bay	291	2.6	757
Marina Heights	76	2.6	198
Preston Park	352	2.6	915
Abrams B	192	2.6	499
Housing Authority	56	2.6	146
Shelter Outreach Plus	39	2.6	101
Veterans Transition Center	13	2.6	34
Interim Inc	11	2.6	29
Sunbay	297	2.6	772
Bayview	225	2.6	585
Estimated Subtotal	5,261		12,927
CSUMB beds			1,832
Promontory beds			579
Estimated Total			15,338

(Base Reuse Plan Implementation continued)

Job Creation Monitoring

The BRP requires that FORA incorporate job creation reports into its annual report. FY 2014-15 survey results show a total of 3,531 full time and 722 part time jobs on former Fort Ord (Table 4). The data does not include construction positions. Assuming two part-time jobs are roughly equivalent to 1 full time job, there were an estimated 3,892 full time equivalent (FTE) jobs on former Fort Ord at the time of the survey.

With a current estimate of 5,261 residential units, the estimated jobs/housing balance at former Fort Ord is 0.74 jobs/dwelling unit. The BRP describes a target jobs/household ratio of 2.06.

Table 4—FY 14-15 Former Fort Ord Job Survey Results

Employer	FT	PT	Students/ Interns
US ARMY: Ord Military Community OMC (inclusive)	1750	23	0
CSU Monterey Bay (CSUMB)	869	0	7100
East Garrison Contractors	100	0	0
American Medical Response	94	100	0
Peninsula Wellness Center (CHOMP)	73	9	0
Bayonet Blackhorse Golf Course	70	32	0
Light and Motion	43	6	0
Alliance Residential	42	0	0
Target	39	120	0
Chartwell School	35	3	0
Best Buy	30	50	0
Central Coast Federal Credit Union	20	5	0
Pemcon Inc.	20	5	0
Kohls	17	73	0
Army National Guard Recruiting Center	17	0	0

Employer	FT	PT	Students/ Interns
Monterey Salinas Transit (MST)	16	0	0
Tricord	15	15	0
Ross Roofing	15	1	0
Desert Star Systems	15	0	0
Fort Ord Reuse Authority (FORA)	16	0	0
Veterans Transition Center	12	3	5
Interim, Inc. Shelter Cove, Sandy Shores (Goodwill)	12	2	1
Monterey College of Law	11	39	12
East Garrison (Benchmark)	11	0	0
Shelter Outreach Plus	10	5	0
Bureau of Land Management	10	0	0
Las Animas Concrete	10	0	0
REI	9	41	0
Ord Community Veterinary Clinic	8	1	0
Marina Community Partners (MCP)	7	0	0
Michael's	6	28	0
Bed Bath and Beyond	5	30	0
Party City	5	7	0
MPUSD - George C Marshall Elementary School	4	0	0
North Tree Fire	4	0	0
Old Navy	3	42	0
Supervisor Jane Parkers Office	3	2	0
YoungNak Presbyterian Church of Monterey	3	0	15

Table 4—FY 14-15 Former Fort Ord Job Survey Results *(continued)*

Employer	FT	PT	Students/ Interns
UCMBEST Center of University of Santa Cruz	3	0	0
Coalition for the Homeless	2	0	0
Arcadis	2	10	0
Sky Dive Monterey Bay	2	10	0
Starbucks @ CSUMB	2	8	0
Subway	2	8	0
Ord Market	2	6	0
Water City Roller Hockey	2	5	0
Famous Footwear	2	3	0
Monterey Institute for Research in Astronomy (MIRA)	2	2	0
Shoreline Workforce Development	2	1	0
Marina Municipal Airport Office	2	0	0
Monterey Bay Economic Partnership	2	0	0
Don Chapin (Fort Ord Recycle facility)	1	8	0
Pizza My way	1	5	0
Arcadis: Westcliffe	1	0	0
Arcadis: Weston	1	0	0
California Dep. Of Parks and Rec.	0	10	0
Brotherhood of Carpenters: Union Hall	0	2	0
Anzu corporation	0	1	0
Gel-a-tins Stamp Company	0	1	0
Christine Marie's Star Riders	0	0	12
Totals	3,531	722	7,145

Monitoring of Public Services

If a project approved by a land use jurisdiction does not meet FORA's level-of-service standards for public services, the FORA Board will be required to determine that the project is not consistent with the BRP. FORA staff reviewed the development entitlement consistency determinations in FY 2015-16, and determined that both met level-of-service standards.

Monitoring of CIP Conformance

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

The BRP states that if a project approved by a land use jurisdiction cannot be served by adequate infrastructure, the FORA Board will be required to determine that the project is not consistent with the BRP. FORA staff reviewed the development entitlement consistency determinations in FY 2015-16, and determined that both could be served by adequate infrastructure.

Capital Improvement Program



FORA's Capital Improvement Program (CIP) was created in 2001 to comply with and monitor mitigation obligations from the 1997 Fort Ord BRP. The CIP is a policy approval mechanism for ongoing BRP mitigation requirements as well as other capital improvements established by FORA Board policy. The CIP is revisited annually by the FORA Board to assure that projects are implemented on a timely basis.

FORA staff is moving forward with CIP projects for the 2016-17 Fiscal Year, after initiating the Draft CIP Fiscal Year (FY) 2016-17 process in January by requesting jurisdictional development projections. FORA has also engaged consultants to complete studies that may affect CIP decisions.

CIP Studies

This year, the timing of pending studies deferred FORA Board Draft CIP consideration to June 2016 with post study CIP revisions presented in August 2016. Planning studies that will conclude after June 2016 are: 1) FORA Fee Reallocation Study and 2) Biennial Formulaic Fee for the FORA Community Facilities District Special Tax. These studies provide the FORA Board, Administrative Committee, CIP Committee, jurisdictions, public and developers a means to collaborate and schedule capital expenditures through 2020. "Post-FORA" means the time period after June 30, 2020 needed to complete CIP funding collections and project expenditures by FORA or its successor(s). These revenue and obligation forecasts are currently being

addressed in the Board's FORA Transition Task Force and, under State law, will require significant coordination with the Local Agency Formation Commission.

Forecasting

CIP forecasting is impacted by the economic market; however, annual jurisdictional forecast updates remain the best method for CIP programming since timing of project implementation is the purview of the individual on-base FORA members. Consequently, FORA annually reviews and adjusts its jurisdictional forecast-based CIP to reflect project implementation and market changes.

In FY 2010/11, FORA contracted with Economic & Planning Systems Inc. (EPS) to perform a review of CIP costs and contingencies (CIP Review – Phase I Study), which resulted in a 27% across-the-board Community Facilities District (CFD) special tax/Development Fee reduction in May 2011. Additional reductions of 23.6% and 17% CFD special tax/development fees took effect in 2012 and 2014.

Costs and Fee Assignments

Costs assigned to individual CIP elements were first estimated in May 1995 and published in the draft 1996 BRP. Transportation/Transit Costs were updated in 2005 and have been adjusted to reflect actual former Fort Ord construction expense contract changes, and to reflect the Engineering News Record (ENR) Construction Cost Index (CCI) inflation factors.



(Capital Improvement Program continued)

CIP Revenue Sources

The primary CIP revenue sources are CFD special tax/ Development Fee and land sale proceeds. These primary sources are augmented by loans, property taxes and grants. The CFD special tax has been adjusted annually to account for inflation, with an annual cap of 5%. The FORA Development Fee was established under FORA policy to govern fair share contributions for base-wide infrastructure and capital needs. The FORA CFD special tax pays for mitigations including Transportation/Transit projects, Habitat Management obligations, and Water Augmentation. Land sale proceeds are designated to cover Building Removal Program costs per FORA Board policy.

Projects Accomplished to Date

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

A. \$ 77M in Transit/Transportation

\$77M in roadway improvements, including underground utility installation and landscaping, predominantly funded by US Department of Commerce – Economic Development Administration (EDA) grants (with FORA paying any required local match), FORA CFD fees, loan proceeds, payments from participating jurisdictions/agencies, property tax payments (formerly tax increment), and a FORA bond issue. In total, over 50 lane miles of new or refurbished roadways and bike lanes have been completed to date.

Specific projects have been:

- Safety improvements at various locations when the former military base was opened to the public, including: 1) replacement striping and weed abatement along South Boundary Road, Coe Avenue, Imjin Road and 2nd Avenue; 2) installation of bicycle shoulders and street lighting on Inter-Garrison Road;

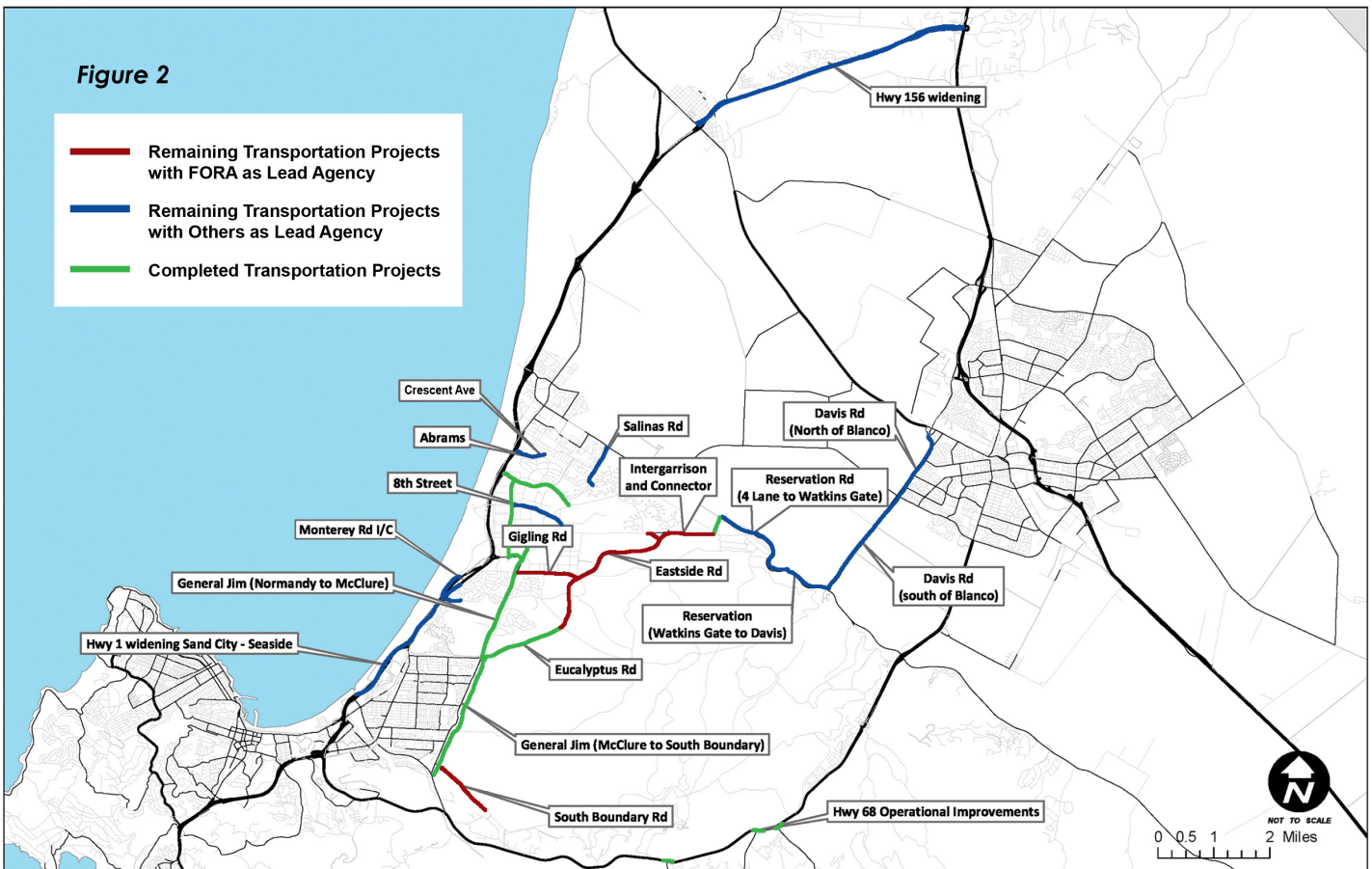


Figure 2: Remaining Transportation Projects

(Capital Improvement Program continued)

and 3) pavement overlays on Imjin Road into the Marina Municipal Airport and Reservation Road from Imjin to Blanco. These projects were funded through a \$ 5.2 Million U.S. Department of Commerce, Economic Development Administration (EDA) grant.

- Roadway improvement in the form of widening and adding signals to General Jim Moore Boulevard and Highway 218 (Canyon del Rey Boulevard), and realignment of General Jim Moore Boulevard from Lightfighter Drive to 4th Avenue through a \$1M EDA grant. General Jim Moore Boulevard (GJMB) Phases I through VI produced 22 total lane miles in roadway construction.
- Construction of new roadway, communication ducts, and storm drains with funding from a \$2.1 Million EDA grant for University Drive and Research Drive on property owned by the University of California's Monterey Bay Educational, Science and Technology Center (MBEST) .
- Construction of new roadway, bicycles lanes, native landscaping and sound wall along California Avenue from Reindollar Avenue to Imjin Parkway with funding from a \$2 Million EDA grant.
- Construction of Rancho Saucito Road in the City of Monterey, connecting Ryan Ranch Road to South Boundary Road, creating a "connection" between the existing boundaries of the cities of Monterey and Del Rey Oaks and their extended city limits on the former Fort Ord. This project included 1 lane mile of new roadway and was also constructed using EDA grant funds noted above.
- South Boundary Overlay: With remaining EDA grant funds from the California Avenue/ Rancho Saucito Road project, South Boundary Road (from Rancho Saucito Road to General Jim Moore Boulevard) received a pavement overlay and fresh striping.
- MBEST & University Drive: The connection and opening of the intersection of MBEST and University Drives with Blanco Road. Reservation, Blanco & Imjin Roads: Roadway and intersection widening, signalization, pavement overlay, fresh striping, and installation of a separated bike path along Reservation Road to Imjin Parkway. The bike path was funded by a grant from the Monterey Bay Unified Air Pollution Control District and the roadway projects were funded by a \$9.8M EDA grant, which also funded other projects noted below:
- Imjin Parkway: Construction of Imjin Parkway (realignment of 12th Street) from Imjin Road to the intersection of 2nd Avenue. This project included 10 lane miles of new roadway, bike lanes, separated bike paths, two signalized intersections and the installation and relocation of utilities. In 2003, FORA received a TAMC Transportation Excellence Award for Imjin Parkway.
- 2nd Avenue & Imjin Parkway Completion: Construction of the remainder of Imjin Parkway from 2nd Avenue to Highway 1, including the new Highway 1 North off-ramp, and upgrade and widening of 2nd Avenue from Imjin Parkway to Light Fighter Drive, including street and signal lights. This project produced 10 lane miles and was funded through a \$3.9M EDA grant.
- 2nd Avenue Completion: telecommunications conduits installation, irrigation and landscaping, and bike lane striping to complete 2nd Avenue construction. This project utilized remaining EDA grant funds.
- Coordination with Other Agencies: FORA worked with Marina Coast Water District (MCWD) to enable water and wastewater facilities installation in conjunction with FORA's construction projects. This cooperative approach allowed MCWD significant savings while adding approximately 14.5 miles of potable water pipeline and 10 miles of recycled water pipeline.
- FORA's transit obligation will also fund MST's purchase or replacement of transit vehicles operating out of planned construction of an intermodal center. Additionally, the BRP envisioned a "multimodal corridor" providing transit services between the Peninsula and Salinas. After a series of stakeholder meetings and community workshops, TAMC determined a preferred multimodal corridor route and a conceptual plan that will be used as a guiding document for development and roadway designs.

(Capital Improvement Program continued)

B. \$44.9M in Habitat Management

The BRP Appendix A, Volume 2 contains the Draft Habitat Management Program (HMP) Implementing/Management Agreement. This Management Agreement defines the respective rights and obligations of FORA, its member agencies, California State University (CSU) and the University of California (UC) with respect to implementation of the HMP. To allow FORA and its member agencies to implement the HMP and BRP in compliance with the Endangered Species Act, the California Endangered Species Act, and other statutes, the US Fish & Wildlife Service (USFWS) and the California Department of Fish & Wildlife (CDFW) must also approve the Fort Ord Habitat Conservation Plan (HCP) and its funding program, as paid for and prepared by FORA.

FORA consultants ICF International and Denise Duffy and Associates addressed the final round of resource agency comments to complete the Public Review Draft HCP and its accompanying Environmental Impact Statement/Environmental Impact Report for publication this quarter.

The funding program is predicated on an earnings rate assumption acceptable to USFWS and CDFW for endowments of this kind, and economies of scale provided by unified management of the habitat lands by qualified habitat managers selected by the future HCP Joint Powers Authority's Cooperative (Cooperative). The Cooperative will consist of the following members: FORA, County of Monterey, City of Marina, City of Seaside, City of Del Rey Oaks, City of Monterey, State Parks, UC, CSU Monterey Bay, Monterey Peninsula College (MPC), Monterey Peninsula Regional Park District, Bureau of Land Management and MCWD. The Cooperative will hold the Cooperative endowment, and UC will hold the Fort Ord Natural Reserve (FONR) endowment. The Cooperative will control expenditure of its annual line items. FORA will fund the endowments and the initial and capital costs to agreed-upon levels.

FORA has provided upfront funding for management, planning, capital costs and HCP preparation. In addition, FORA has dedicated 30.2% of CFD special tax/Development Fee collections to build to a total endowment of principal funds necessary to produce an annual income sufficient to carry out required habitat management responsibilities in perpetuity. The CIP contains a ± \$44.9M line item of

forecasted requisite expenditures. FORA has set aside roughly \$9.8M to date.

For the complete report, please refer to page 28.

C. Water Augmentation

FORA's accomplishments in Water Augmentation in the 2015/16 Fiscal Year built on the collaborative work of Marina Coast Water District (MCWD), Monterey Regional Water Pollution Control Agency (MRWPCA) and FORA. FORA staff moved ahead in coordination with Monterey Regional Water Pollution Control Agency (MRWPCA) and Marina Coast Water District to advance the previously approved Regional Urban Water Augmentation Project. This will be accomplished through Board approval of a three-party planning effort which includes a study of alternative augmentation options to identify potential capital programs needed to mitigate the Base Reuse Plan. This effort also included Board endorsement of MRWPCA's Pure Water project.

When Fort Ord was active, the US Army had a 6,600 acre-foot per year (AFY) groundwater entitlement. When the base closed, that 6,600 AFY of groundwater was transferred to FORA for reuse and allocated to the land use Jurisdictions, less an amount retained by the Army (insert amount???) The BRP identifies water availability as a resource constraint, meaning that only a certain amount of redevelopment may occur limited to the amount of water available.

The BRP anticipated that full build-out would utilize the entire 6,600 AFY of available groundwater supply and require an additional 2,400 AFY from an augmented water source. The water augmentation project provides this latter resource. A gap of 973 AFY of water augmentation remains for the Ord Community. The FORA Board of Directors unanimously endorsed a joint water supply planning process among FORA, MRWPCA, and MCWD in 2015 to participate in a tripartite planning process with MCWD and MRWPCA to study and identify water sources to supply the remaining 973 AFY of additional water augmentation. The Parties recognize that there could be a mix of different strategies to meet the Additional Water Augmentation component, including water conservation, and to possibly increase the ATW component.

(Capital Improvement Program continued)

D. \$31.3M in Building Removal

FORA staff is defining a plan with Seaside and Marina to fulfill FORA's obligation for the "Surplus II" site on Gigling Road, and the former Stockade off of Imjin Road, respectively. FORA has procured the Professional Services of an Industrial Hygienist to assess the amount of hazardous materials in the 27 buildings on Seaside Surplus II site with reports and reviews to be completed by August 2016.

To date, FORA has accomplished \$31.3M in building removal at the Dunes on Monterey Bay, East Garrison, Imjin Parkway and Imjin Office Park site. The remaining FORA building removal obligation is \$7.6M.



For the complete report, please refer to page 25.

E. \$150,000 in Property Management and Caretaker Costs

In FY 2010/11, FORA contracted with Economic & Planning Systems (EPS) to perform a review of CIP costs and contingencies (CIP Review – Phase I Study). During the Phase I Review process, FORA jurisdictions expressed concern over accepting 1,200+ acres of former Fort Ord properties without sufficient resources to manage them. These obligations are not BRP required CEQA mitigations, but are considered base-wide obligations (similar to FORA's building removal obligation). In FY 2015/16 the FORA Board approved a Jurisdiction-Incurred Caretaker Costs Reimbursement Policy which states that FORA funding

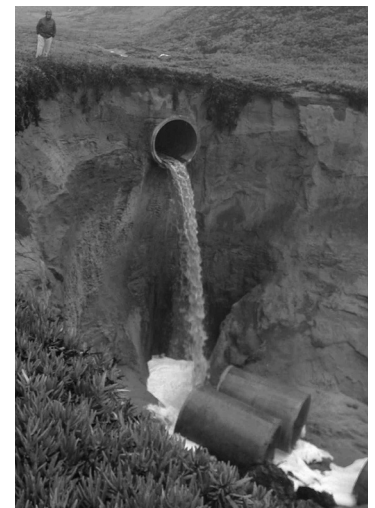
for caretaker costs shall be determined by "allocating a maximum of \$500,000 in the prior fiscal year's property taxes collected and designated to the FORA CIP. FORA sets caretaker costs funding through the approved FORA CIP.

F. \$1.1 in Fire-Fighting Enhancement

The BRP originally identified a need for a fire station to monitor and control fires on the former Fort Ord and assigned a \$1.1M FORA obligation. FORA staff met with area fire chiefs, public works directors and city managers who determined that purchasing firefighting equipment for existing fire departments would better serve anticipated reuse and wildland areas of the former Fort Ord. In July 2003, the FORA Board authorized the lease-purchase of five pieces of fire-fighting equipment, including four fire engines, one each for fire departments of Marina, Seaside, Monterey and Ord Military Community, and one fire tender for the Salinas Rural Fire Department. The final payment was made in 2014.

G. \$1.6M in Storm Drainage Systems

Funds for improvements to design and construct alternative storm water runoff disposal systems allowed for the removal of storm water outfalls. As a CEQA obligation established by the BRP, FORA was required to eliminate the disposal of storm water runoff from the former Fort Ord into the Monterey Bay National Marine Sanctuary. Additionally, the Final BRP Environmental Impact Report (FEIR) specifically addressed the need to remove four storm water outfalls that were discharging storm water runoff into the Sanctuary, creating canyon-like erosion within the Fort Ord Dunes State Beach. In 1999, FORA received an EDA planning grant for the removal of the outfalls and creation of storm water retention basins, and an



(Capital Improvement Program continued)

EDA construction grant was awarded in 2001. Significant coordination with the U.S. Fish and Wildlife Service was required due to the presence of the endangered species Western Snowy Plover at the project site.



The CIP provides the public a comprehensive overview of the capital programs and expectations involved in former Fort Ord recovery programs and a basis for annually reporting on FORA's compliance with its

environmental mitigation obligations and policy decisions by the FORA Board. It can be accessed on the FORA website at: www.fora.org.

ESCA Cleanup & Remediation Accomplishments

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



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

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

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

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

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

Since 2007, the ESCA Remediation Program (ESCA RP) has worked with local jurisdictions and community groups to provide safe coordinated access through ESCA properties

to the new Fort Ord National Monument through the use of multiple ESCA roads for bikers, hikers, runners and equestrians. The ESCA RP has also diligently conserved former Fort Ord ecological resources through habitat management restoration and monitoring. For the past nine years, the ESCA RP has:

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

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

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

Building Removal Efforts

FORA and FORA-Assisted Building Removal History

The adopted 1997 Base Reuse Plan (BRP) provided opportunity for negotiations with the U.S. Army to allow “no cost” transfer of redevelopment land to local land use jurisdictions. The sole contributing consideration that facilitated the “no cost” Economic Development Conveyance (EDC) land transfer was the impact on local jurisdictions to accomplish the mandatory cleanup and removal of over 90 years of Army building at former Fort Ord.

The Army left behind approximately 3,500 buildings that offered little or no use to the civilian community, ranging in age from the early 1900s to the late 1980s. These buildings have become dilapidated over time, contain various forms of hazardous materials and are frequently targeted sites for vandalism and illegal dumping in close proximity to various occupied buildings. The occupied buildings are the result of building reuse-in-place, or new construction following building deconstruction. There are no foreseen

uses for the remaining dilapidated buildings. It has become cost prohibitive to remodel them due to the amount of hazardous materials, health and safety code issues, and engineering challenges they present.

FORA has actively pursued understanding former Fort Ord building removal complexities and costs and applying lessons- learned to manage removal costs while protecting human health and the environment. Since 1996, FORA has removed over 500 World War II (WWII) era wooden structures (approximately 4,000,000 square feet), achieving an approximate 90% building material recycling rate (by weight). Over the course of FORA’s building removal program, the potential for job creation and economic recovery through opportunities in deconstruction, building reuse, and recycling were researched, and remediation techniques were established that created efficiency and identified cost savings. FORA shared these lessons-learned with California State University Monterey Bay (CSUMB) to establish a building removal program for their approximately 330 former Army buildings.

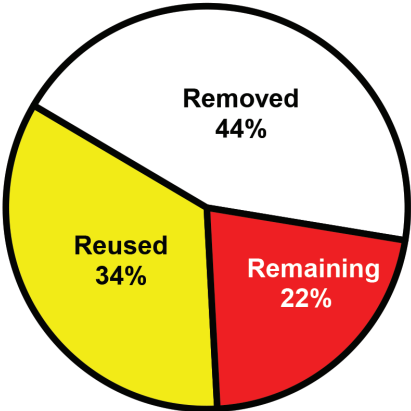
Building Removal Activity History

Activity	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
FORA Deconstruction	█	█	█	█	█	█	█															
FORA Asbestos		█																				
FORA Reuse Hierarchy			█																			
FORA Contractor Quals			█																			
FORA LBP		█	█	█	█	█	█															
FORA Characterization						█																
FORA Imjin							█															
FORA 2nd Ave								█														
FORA/CSUMB Recovery							█	█	█	█	█											
FORA/Dunes										█	█	█										
FORA East Garrison											█	█	█									
FORA Imjin Office Park												█	█									
FORA ESCARemoval												█	█									
FORA 4470																█						
FORA/CSUMB Grant App																	█	█				
FORA Grant App																			█			
Seaside Surplus II																				█	█	█
Seaside Highlands							█	█														
CSUMB Wood Blds								█			█	█			█	█						
CSUMB Concrete Blds																		█	█	█	█	█
Army RCI										█	█	█	█	█	█							

(Building Removal continued)

Reuse/Removal Obligation Status

Status of Buildings left by Army 1994



FORA \$54.4M (Half of Land Sales)			Jurisdictions (Half of Land Sales)			CSUMB (CSUMB Trustees)
Marina	Seaside	Mo Co	Marina	Seaside	Mo Co	CSUMB
Marina \$22M cash+ \$24M credit	Seaside \$.1M Building 4470	Mo Co \$2.2M credit	Removed: Marina Heights	Removed: Seaside Highlands	Historic Buildings to be Reused	Removed: Motor Pool, barracks, metal Buildings
\$2.2M Remaining: Stockade	\$3.9M Remaining: Surplus 2		Remaining: Dunes, Rec. Parcel, Cypress Knolls, Marina Heights	Remaining: Surplus 2	Removed: Non- historic Buildings	Remaining: Hammerheads (\$30M)

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

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

FORA has provided approximately \$48.3 million in funding or land-sales revenue reduction to remove buildings or assist jurisdictions and their land reuse developers with removal. To date, FORA, CSUMB, the Army’s Residential Communities Initiative and the jurisdictions (with the help of their developers) have coordinated to reuse or remove buildings on the former Fort Ord. The diagram above illustrates the status of building reuse and removal on the former Fort Ord.

FORA Building Removal Obligation in the City of Seaside and Marina

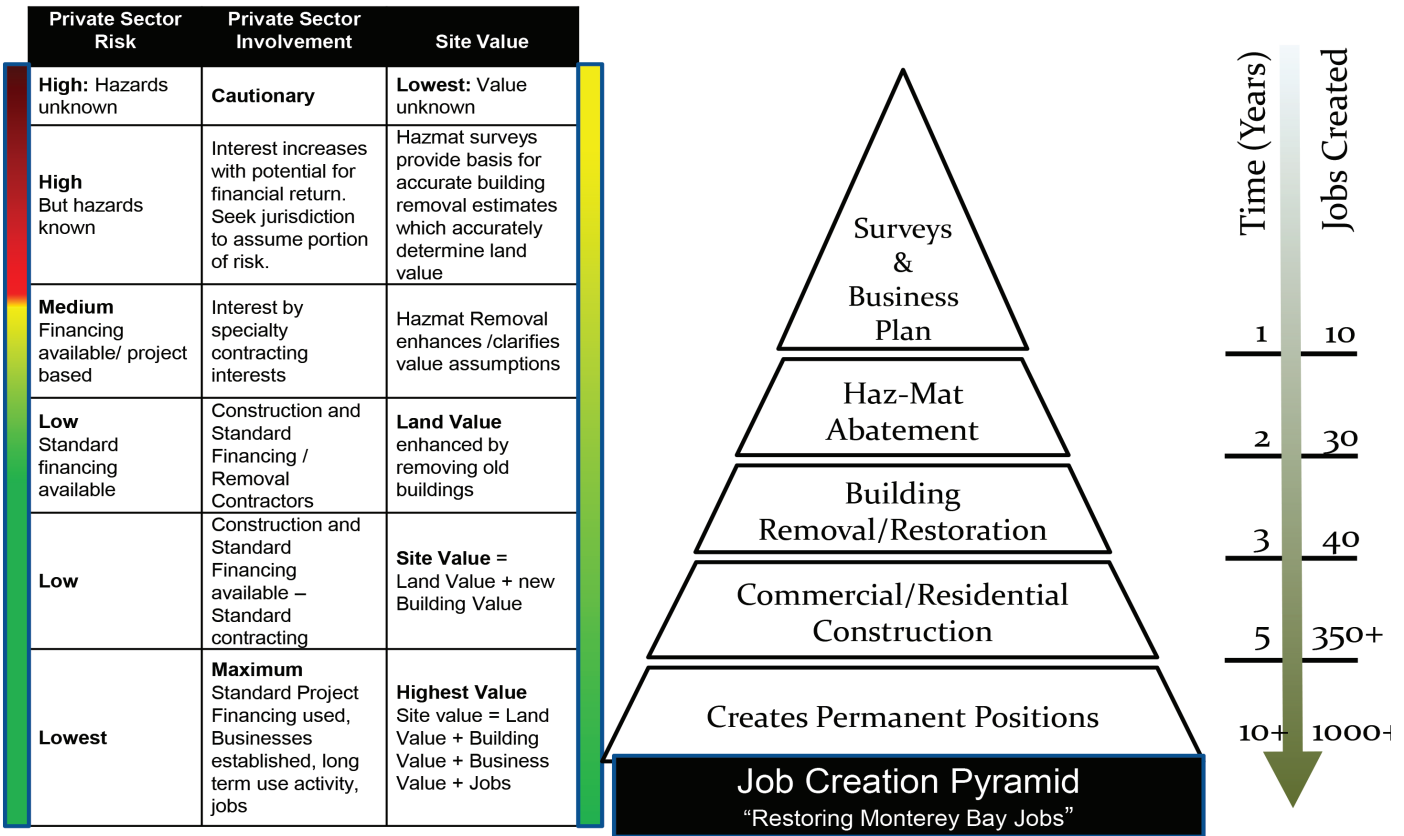
In August 2015, FORA staff met with City of Seaside staff to utilize existing FORA CIP Building Removal funds to hire an Industrial Hygienist Company to survey the hazardous materials in 27 dilapidated Surplus II Buildings. Seaside is anxious to understand the extent of hazardous materials present and better understand the cost to remove the remaining Surplus II buildings.

(Building Removal continued)

Similarly, the City of Marina is anxious to begin removing the former Fort Ord stockade complex buildings. FORA has allocated \$2.2M to the removal of the stockade and has begun talks with the City staff on how best to coordinate the removal to minimize impacts on adjacent property users. The stockade removal process involves three stages: Industrial Hygienist hazards material surveys, hazardous material abatement, and building removal.

The diagram below illustrates economic and job benefits by investing funds for building removals in Seaside Surplus II and the Marina Stockade.

Building Removal “Economics”



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

Habitat Conservation & Management



Habitat Conservation Plan Development

FORA has pursued the Fort Ord Habitat Conservation Plan (HCP) for over 19 years. In FORA's first effort, FORA requested the U.S. Army combine a 1996 Habitat Management Plan (HMP) Implementing/Management Agreement with the Army's draft HMP. The Army chose to decouple FORA's effort with its own and received approval for its Habitat Management Plan in 1997. As a result, FORA has developed and processed the draft Fort Ord HCP along a separate track. Completing the HCP will allow U.S. Fish & Wildlife Service (USFWS) and the California Department of Fish & Wildlife (CDFW) to issue Federal and State incidental take permits. Such permits are necessary to implement the Army's HMP on non-federal lands and to meet Federal Endangered Species Act (ESA) and California Endangered Species Act (CESA) requirements.

The HCP provides the framework for ensuring conservation of 19 special status plant and animal species (HCP species) and the natural communities that support them on former Fort Ord. The HCP incorporates all relevant information from the HMP, and supersedes it as the primary conservation planning document for non-federal recipients of Fort Ord lands. It is FORA's hope that the HCP will solidify species sustainability.



All base reuse post-transfer activities that are conducted within the Plan Area pursuant to the HCP are considered "covered activities." The HCP identifies and addresses allowable and/or required HCP covered activities through three general and overlapping land use categories: designated development areas, Borderlands, and Habitat Management Areas (HMAs). USFWS and CDFW would issue incidental take permits for all such activities within the Plan Area.

The HCP will be coordinated by a Joint Powers Authority: the Fort Ord Regional Habitat Cooperative (Cooperative). The Cooperative will include the following members: FORA, County of Monterey, City of Marina, City of Seaside, City of Del Rey Oaks, City of Monterey, California State Parks, University of California (UC), California State University Monterey Bay, Monterey Peninsula College, Monterey Peninsula Regional Park District, Marina Coast Water District, and the Bureau of Land Management (BLM). The Cooperative's members will also sign an Implementing Agreement to ensure that each party is clear about implementing funding and enforcing its obligations under the HCP and the ESA and CESA permits. The Cooperative will secure the services of an appropriately experienced habitat manager(s) via a formal selection process.

(Habitat Conservation & Management continued)

FORA has provided upfront funding for HCP preparation and set aside for interim habitat management at the UC Fort Ord Natural Reserve (FONR). In addition, FORA has dedicated 30 percent of funds collected through its Community Facilities District (CFD) Special Tax/Development Fee to build the UC FONR and Fort Ord Regional Habitat Cooperative Endowments, which will fund required habitat management responsibilities and HCP-required actions in perpetuity once the HCP is adopted.

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

The funding program is based on annual Federal and State appropriations to BLM and California State Parks, an earnings rate from the UC FONR Endowment, and an earnings rate from the Fort Ord Regional Habitat Cooperative Endowment. The Cooperative will hold the primary HCP endowment and control annual budget line item expenditures. FORA will fund the Cooperative and UC FONR Endowments, and the initial and capital costs, to agreed-upon levels through CFD Special Tax/Development Fee collections.

Based upon the HCP cost model prepared by FORA’s HCP consultant and reviewed by the regulatory agencies, habitat obligations are projected to be ±\$44.9M (see CIP Table 3 column ‘2005-16’ amount of \$9,803,000 plus column ‘2016-17 to Post FORA Total’ amount of \$35,069,084). As part of the FY 2010-11 FORA Capital Improvements Plan (CIP) Phase II Review process conducted in 2011, the CIP Habitat Management Contingency was increased an additional amount to cover potential HCP short falls. USFWS and CDFW are the final arbiters as to what the final endowments amount will be, with input from FORA and its contractors/consultants. The endowments include line items for wildlife conservation measures, habitat restoration, weed abatement, vehicles, tools and personnel, and monitoring and reporting.

The current draft HCP includes a cost and funding chapter, which provides a planning-level cost estimate for HCP implementation and identifies necessary funds to pay for implementation. Concerning the annual costs necessary for HCP implementation and funded by FORA, of approximately



\$1.9 million in annual costs, estimated in 2016 dollars, approximately 34% is associated with habitat management and restoration, 27% for program administration and reporting, 23% for species monitoring, and 16% for changed circumstances and other contingencies.

Significant milestones reached in FY 2015-16:

- The current draft HCP was prepared in March 2015
- FORA received all comments from Permittees and wildlife agencies on the draft HCP

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

Veterans Cemetery

Last year's groundbreaking ceremony for the Central Coast Veterans Cemetery at the General Stilwell Community Center in Seaside marked a major landmark in the effort to construct a lasting and fitting tribute to the many veterans who have served our country.

Construction is now in process on the initial 17-acres to include 5,000 columbarium niches, landscaping, a memorial walkway, and supporting infrastructure. The initial segment is expected to be completed by the latter part of 2016 or early in 2017. Over time, the cemetery will occupy the entire 78-acre site and is estimated to provide for nearly 100 years and as many as 70,000 placements for veterans and their spouses.

Expansion for a second segment of the cemetery is necessary to accommodate in-ground burials not available in the initial segment configuration. Local supporters, numerous veteran groups, and others are continuing to raise awareness about the California Central Coast State Veterans Cemetery and produce funds required to obtain a second federal grant for expansion. The cemetery provides all benefits of a national cemetery for veterans—the only difference being that instead of the federal government owning and operating the cemetery, the state is owner and operator under the auspices of the California Department of Veteran Affairs.



California Central Coast Veterans Cemetery groundbreaking, March 2015.

Receiving federal grant funding for the initial 17-acre segment required generating over \$3.5 million in local and state funds. Local “match” funding for the second segment is currently estimated to require at least this same level of funding effort. Fundraising for the second segment is already underway thanks to a thoughtful and generous legacy gift of more than \$1.1 million from the estate of Robert and Elayne Stein of Watsonville in late 2015. Senator William Monning commented when the Stein donation was received that their gift “...will allow us to accelerate [the next segment] with confidence.”

Additional information about the Central Coast Veterans Cemetery can be found by calling the following agencies and organizations or visiting their websites: the California Department of Veteran Affairs (CalVet), the Monterey County Department of Military and Veteran Affairs, and the locally-based Central Coast Veterans Cemetery Foundation (CCVCF).

The Veterans Cemetery at former Fort Ord honors those who served to protect and preserve our nation's freedoms, not just for themselves but for all generations to come.



Veterans Clinic



The new joint DoD/VA Monterey Bay Health Care Clinic is expected to be completed and open in Spring 2017

Leadership from the VA and Department of Defense (DoD) have made the commitment to explore innovative approaches to delivering health care to eligible Veterans, active duty military and their families in the Monterey Bay Region.

Through a unique and detailed partnership, the new Monterey Health Care Center, built on 14 acres in Monterey County, will be a fully integrated facility replacing existing and outdated VA and DoD clinics to provide comprehensive healthcare services to patients in a modern space with improved efficiencies and expanded Veteran and family resources.

The new Monterey clinic will consist of administrative support spaces and medical clinic spaces including the following:

- Primary Care
- Mental Health
- Audiology and Speech Pathology
- Podiatry
- Optometry/Ophthalmology
- Dermatology



The current clinic in Seaside.

Property Transfer Report

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

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

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

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

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

As noted in the Environmental Services Cooperative Agreement (ESCA) section of this report (page 20), in 2007 FORA was awarded a grant from the Army to remediate Munitions and Explosives of Concern (MEC) on the portion of EDC properties that the Army still had to transfer to FORA. The Governor of California approved the transfer of these EDC properties to FORA to hold during the MEC remediation period, and once remediation is complete and approved by the Army, US EPA, and California DTSC the property will transfer to the jurisdictions as originally planned in the Fort Ord Base Reuse Plan. FORA and the jurisdictions have entered into agreements for the jurisdictions to provide Emergency Services while FORA holds the land.

EDC PROPERTY TRANSFER PROCESS DESCRIPTION:

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

(Property Transfer continued)

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

FORA TO JURISDICTION PROPERTY TRANSFER ACTION ITEM CHECKLIST

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

(Property Transfer continued)

SIERRA CLUB AGREEMENT: JURISDICTIONS' DEED NOTIFICATIONS

Background:

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

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

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

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

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

Status of Deed Notification Compliance by Jurisdiction:

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

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

Former Fort Ord Environmental Cleanup:
www.fortordcleanup.com

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

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



Reports From the Jurisdictions

City of Monterey

Previous negotiations for the development of the City of Monterey's former Fort Ord property concluded without a disposition and development agreement. The City is now in the process of determining whether to conduct a new search for a developer.

County of Monterey

No report submitted.

City of Marina

No report submitted.

City of Del Rey Oaks

No report submitted.

City of Seaside

No report submitted.

Financial Summary

FY 2014-15 Annual Financial Audit

In August 2012, the FORA Board hired Moss, Levy & Hartzheim (MLH) to provide annual financial audit services. Beginning with FY 12-13, MLH also audited the Preston Park housing financial operations, a change from past years where such audits were performed by another auditor under oversight of a prior property management contract.

FORA has held title to the Preston Park housing complex since 2000. However, the asset was not recorded in past reports as it was expected to be acquired by the City of Marina. Per the Preston Park Management Agreement, the management company obtained stand-alone audits for Preston Park up until 2011. However, the initial value of Preston Park land and buildings was never recorded in these reports.

In 2012, when MLH came on board, they advised FORA that accounting principles generally accepted in the U.S. require that those capital assets be capitalized and depreciated and determined this capital asset should be included in the owner's financial reports. This was a repeat finding during the FY14-15

financial audit. As a result, MLH issued a "modified" opinion with respect to the Government-Wide Financial Statements because the value of Preston Park land and buildings had not been recorded. MLH also reported several third-party findings from Alliance Property Management (Alliance) with respect to the Preston Park internal control structure. Alliance Management provided response and corrective actions, which MLH accepted.

With respect to FORA operations, MLH issued an "unmodified" opinion. There were no findings or questionable costs in the FY 14-15 financial audit concerning FORA's internal control structure. MLH's letter expresses the opinion that the financial statements present fairly, in all material respects, FORA's financial position as of June 30, 2015. The annual audit was accepted by the FORA Board in December 2015. A copy of the annual financial report is available on FORA's website:

<http://fora.org/Reports/Finance/AnnualFinancialReport2015.pdf>

Fiscal Year 2015-16 Annual Budget

The Fiscal Year 2015-16 budget was adopted by the FORA Board on May 8, 2015 following review by the FORA Finance and Executive committees. The Finance Committee had recommended sufficient funds were available for adoption and the Executive Committee recommended a 2.5% cost of living adjustment.

Office/administrative expenditures were budgeted at the previous year's level. In addition to FORA's recurring consulting expenses such as the Annual Auditor, Public Information, Human Resources, and Legislative consultants, the budget included:

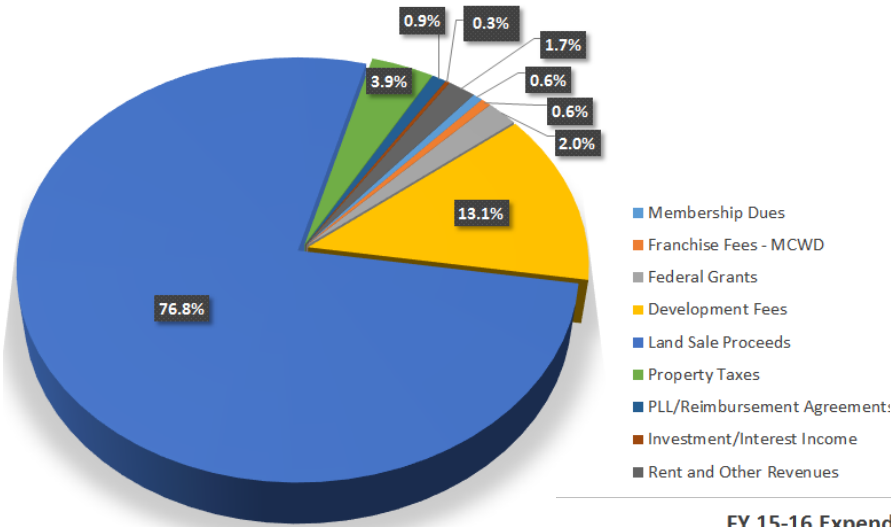
- 1) setup and designation of funds for California Public Employees Retirement System (CalPERS) pension liabilities through FORA transition and building removal obligations,
- 2) extra CalPERS payments to reduce the Unfunded Accrued Liabilities,
- 3) prorated multi-year FORA/Army Environmental Cooperative Agreement (ESCA) funding to depict upcoming fiscal year expenditures reflecting FORA finances, and

- 4) establishing a new fund for the anticipated Economic Department Administration (EDA) building removal grant. The Annual Budget also included a Capital Improvement Program (CIP) revenue/expenditure summary to provide cohesive representation of upcoming year FORA finances and programs. The summary noted that itemized CIP projects are development fee and land sale revenue collection dependent.

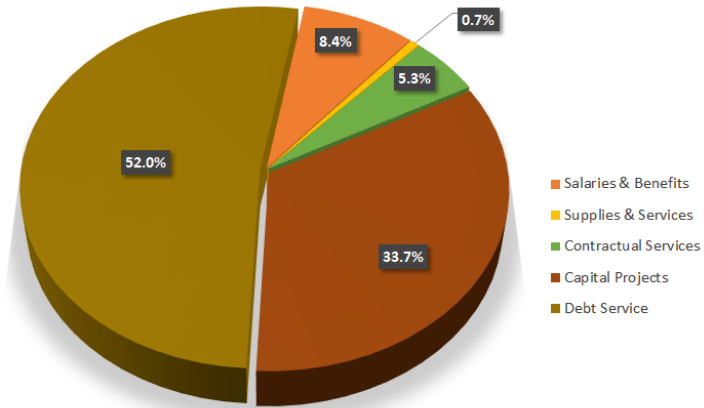
The mid-year budget, approved by the FORA Board on April 8, 2016, included several adjustments. Revenues increased due to the deferred sale of Preston Park to the City of Marina and reduced as a consequence of 1) eliminating capital project bridge financing and 2) the EDA grant determination. Expenditures increased due to payoff of the Preston Park loan, approval of the water augmentation planning, salary and staffing adjustments, the addition of a staff position of Prevailing Wage Coordinator, and additional legal fees associated with the sale of Preston Park.

(Financial Summary continued)

FY 15-16 Revenues: \$42,586,789



FY 15-16 Expenditures: \$34,596,012



FY 15-16 Mid-Year Budget Summary

Budget Revenues	\$ 42,586,789
Budgeted Expenditures	\$ 34,596,012
Excess Revenues over (under) Expenditures	\$ 7,990,777
Beginning Fund Balance (7-1-2015)	\$ 18,753,093
Ending Fund Balance (6-30-2016)	\$ 26,743,869

The complete FY 15-16 Budget is available on FORA's website: http://fora.org/Reports/Finance/FORA_BudgetFY15-16.pdf

FORA Board of Directors

Voting Members

Officers:

Chair of the Board	Marina Mayor Pro-Tem Frank O'Connell
1st Vice Chair	Seaside Mayor Ralph Rubio
2nd Vice Chair	County of Monterey Supervisor Jane Parker

Jurisdiction Representatives:

County of Monterey	Supervisor Dave Potter
County of Monterey	Supervisor John Phillips
City of Del Rey Oaks	Mayor Jerry Edelen
City of Marina	Councilmember Gail Morton
City of Monterey	Vice Mayor Alan Haffa
City of Seaside	Mayor Pro-Tem Ian Oglesby
City of Sand City	Mayor David Pendergrass
City of Salinas	Mayor Joe Gunter
City of Pacific Grove	Councilmember Casey Lucius
City of Carmel-by-the-Sea	Councilmember Steve Dallas

Ex-Officio Members

20th Congressional District	Congressman Sam Farr
17th State Senate District	Senator Bill Monning
29th State Assembly District	Assemblymember Mark Stone
Transportation Agency for Monterey County	Debbie Hale
Monterey Peninsula Unified School District	P.K. Diffenbaugh
University of California Santa Cruz	Dr. Scott Brandt
California State University Monterey Bay	Dr. Eduardo Ochoa
United States Army	Colonel Paul Fellingner
Base Realignment & Closure Office	Bill Collins
Monterey Peninsula College	Walter Tribley
Monterey-Salinas Transit	Hunter Harvath
Marina Coast Water District	Howard Gustafson

FORA Staff

Executive Office

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

Staff Members

Principal Planner	Jonathan Brinkmann
Senior Program Manager	Standen Cook
Prevailing Wage Coordinator	Sheri Damon
Accounting Officer	Marcela Fridrich
Administrative Coordinator	Mary Israel
Economic Development Coordinator	Josh Metz
Principal Analyst	Robert Norris
Controller/Finance Manager	Helen Rodriguez
Project Coordinator/Specialist	Peter Said
Communications/IT Coordinator	Jen Simon
ESCA Program Coordinator	Laura Vidaurri

Acronyms & Abbreviations

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

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

