



FORT ORD REUSE AUTHORITY

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

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

REGULAR ADMINISTRATIVE COMMITTEE MEETING

8:15 A.M. WEDNESDAY, DECEMBER 4, 2013

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:**
During the public comment period, members of the audience may address the Committee on matters within FORA's jurisdiction, but not listed on this agenda. Comments are limited to three minutes. Comments on specific agenda items will be heard under that item.
5. **AGENDA REVIEW - DECEMBER 13, 2013 BOARD MEETING** INFORMATION/ACTION
6. **OLD BUSINESS**
 - a. Review CSUMB/FORA Base Reuse Implementation Colloquium Program INFORMATION
 - b. Review Habitat Conservation Plan (HCP) Document Review Schedule INFORMATION
 - c. Pollution Legal Liability (PLL) Insurance Update INFORMATION
7. **ITEMS FROM MEMBERS**
8. **ADJOURNMENT**

NEXT REGULAR ADMINISTRATIVE COMMITTEE MEETING: DECEMBER 18, 2013

For information regarding items on this agenda or to request disability related accommodations please contact the Deputy Clerk 24 hrs. prior to the meeting. Agenda materials are available on the FORA website at www.fora.org.

- START -

**DRAFT
BOARD PACKET**



FORT ORD REUSE AUTHORITY

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SPECIAL MEETING FORT ORD REUSE AUTHORITY BOARD OF DIRECTORS

Friday, December 13, 2013 at 4:30 p.m.

University Center at California State University, Monterey Bay
100 Campus Center (6th Avenue), Seaside, CA 93955

AGENDA

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ROLL CALL**
4. **ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE**
 - a. Report on Outcomes from the CSUMB/FORA Base Reuse Implementation Colloquium
5. **PUBLIC COMMENT PERIOD**

Members of the public wishing to address the Board of Directors on matters not on this agenda, but within FORA's jurisdiction, may comment for up to three minutes during this period. Public comments on specific agenda items are heard under that item.
6. **CONSENT AGENDA**
 - a. Approval of the October 4, 2013 Board Meeting Minutes ACTION
 - b. Approval of the November 8, 2013 Board Meeting Minutes ACTION
 - c. Approval of 2014 FORA Board Meeting Schedule ACTION
 - d. FORA Policy Amendments: Expense Reimbursement/Cell Phone ACTION
 - e. Legal Services Contract Extension – Alan Waltner ACTION
7. **OLD BUSINESS**
 - a. Capital Improvement Program Review - Phase III Study Authorization ACTION
 - b. Preston Park Management Agreement Extension with Alliance Communities, Inc. ACTION
 - c. Fort Ord Initiatives
 - i. Receive Certification of Election Results from Monterey County Elections Department INFORMATION
 - ii. Election Legal Services Contract Extension – Steve Churchwell ACTION
8. **NEW BUSINESS**
 - a. Adopt 2014 FORA Legislative Agenda ACTION
9. **EXECUTIVE OFFICER'S REPORT**
 - a. Outstanding Receivables INFORMATION
 - b. Habitat Conservation Plan Update INFORMATION
 - c. Joint Administrative and Water/Wastewater Oversight Committee INFORMATION
 - d. Finance Committee INFORMATION
 - e. Post Reassessment Advisory Committee INFORMATION
 - f. Travel Report INFORMATION
 - g. Appraisal Instructions for Church of Jesus Christ of Latter-Day

10. ITEMS FROM MEMBERS

11. CLOSED SESSION

- a. Conference with Legal Counsel - Existing Litigation, Gov Code 54956.9(a) – **3 Cases**
 - i. Keep Fort Ord Wild v. Fort Ord Reuse Authority (FORA), Case Number: M114961
 - ii. Bogan v. Houlemard, Case Number: M122980
 - iii. The City of Marina v. Fort Ord Reuse Authority, Case Number: M11856
- b. Public Employee Performance Evaluation – Gov Code 54957
Executive Officer - Contract Terms and Conditions

12. ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION

13. ADJOURNMENT

NEXT REGULAR BOARD MEETING: TBD

Placeholder for Item 6a/6b

Board Minutes

These items will be distributed in the final Board packet.

FORT ORD REUSE AUTHORITY BOARD REPORT

CONSENT AGENDA

Subject: Approval of 2014 FORA Board Meeting Schedule

Meeting Date: December 13, 2013

Agenda Number: 6c

ACTION

RECOMMENDATION:

Approve the 2014 Fort Ord Reuse Authority ("FORA") Board Meeting Schedule.

BACKGROUND/ DISCUSSION:

At the end of each year, the FORA Executive Committee reviews the dates of the FORA Board meetings for the coming year (**Attachment A**). Although the FORA Master Resolution states that Board meetings shall be held on the second Friday of each month, national holidays, conferences, and other events can present conflicts that make it advisable to adjust the meeting dates to ensure a quorum of Board members. Once approved by the Board, the 2014 FORA Meeting Schedules will be widely distributed and posted to the FORA website at www.fora.org. Any future changes to the established meeting dates will be publicly noticed well in advance of the meeting.

(The Executive and Administrative Committees will review **Attachments B and C** at their December 4, 2012 meeting. Their approvals are dependent upon Board adoption of the attached Board Meeting Schedule.)

FISCAL IMPACT:

Reviewed by FORA Controller _____

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

COORDINATION:

Executive Committee, Administrative Committee.

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



FORT ORD REUSE AUTHORITY

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Phone: (831) 883-3672 | Fax: (831) 883-3673

Attachment A to Item 6c
FORA Board Meeting, 12/13/2013

2014 FORA BOARD OF DIRECTORS MEETING DATES

January 10

February 14

March 14

April 11

May 9

June 13

July 11

August 8

September 12

October 10

November 14

December 12

Executive Committee meetings are scheduled on Wednesdays, one week prior to the Board meeting. The primary purpose of the meeting is to review the upcoming FORA Board meeting agenda. Meetings begin at 3:30 p.m. in the FORA Conference Room, unless otherwise posted.

Meeting dates and times are subject to change.

Agendas and agenda materials are posted on the FORA website at www.fora.org, and are also available upon request.



FORT ORD REUSE AUTHORITY

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Attachment B to Item 6c
FORA Board Meeting, 12/13/2013

2014 FORA EXECUTIVE COMMITTEE MEETING DATES

December 31

(Tuesday due to January 1st Holiday)

February 5

March 5

April 2

April 30

June 4

July 2

July 30

September 3

October 1

November 5

December 3

Executive Committee meetings are scheduled on Wednesdays, one week prior to the Board meeting. The primary purpose of the meeting is to review the upcoming FORA Board meeting agenda. Meetings begin at 3:30 p.m. in the FORA Conference Room, unless otherwise posted.

Meeting dates and times are subject to change.

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FORT ORD REUSE AUTHORITY

920 2nd Avenue, Suite A, Marina, CA 9393
Phone: (831) 883-3672 | Fax: (831) 883-3

Attachment C to Item 6c
FORA Board Meeting, 12/13/2013

2014 FORA ADMINISTRATIVE COMMITTEE MEETING DATES

December 31
January 15

February 5
February 19

March 5
March 19

April 2
April 16

April 30
May 14

June 4
June 18

July 2
July 16

July 30
August 13

September 3
September 17

October 1
October 15

November 5
November 19

December 3
December 17

The FORA Administrative Committee meets twice a month, on the Wednesday one week prior to the Board meeting and on the Wednesday following the Board meeting. The dates in bold above are the meetings that occur prior to the Board meeting, at which the Committee will review items for the upcoming Board agenda. Meetings begin at 8:15 a.m. in the FORA Conference Room, unless otherwise posted.

Meeting dates and times are subject to change. Agendas and other meeting materials are posted on the FORA website at www.fora.org and are available upon request.

FORT ORD REUSE AUTHORITY BOARD REPORT

CONSENT AGENDA

Subject: FORA Policy Amendments: Expense Reimbursement/Cell Phone

Meeting Date: December 13, 2013

Agenda Number: 6d

ACTION

RECOMMENDATION(S):

Accept minor adjustments to the Expense Reimbursement and Cell Phone policies (Attachment A and B).

BACKGROUND/DISCUSSION:

The Expense Reimbursement and Cell Phone policies were adopted by the FORA Board in March 2013. Since the adoption, some ministerial issues surfaced in the application of those policies that warranted consideration. The Executive Committee (EC) and FORA Auditor requested staff review of those elements of concern and suggested the attached modifications to provide more practical application and clarity; specifically:

- 1) Expense Reimbursement policy: minor allowable expenses of less than \$100 per event could be approved by designated FORA staff; a monthly register of such expenses would be provided to the EC; and
- 2) The Cell Phone Stipend policy adjustment adds directives regarding verifying actual phone expenses of the stipend recipients.

Both adjustments were reviewed and are recommended by the Finance Committee and FORA Auditor.

FISCAL IMPACT:

Reviewed by FORA Controller _____

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

COORDINATION:

Finance Committee, Executive Committee, FORA Auditor

Prepared by _____
Ivana Bednarik

Approved by _____
Michael A. Houlemard, Jr.

Business Expense and Reimbursement Policy

The Fort Ord Reuse Authority (FORA) is authorized to pay actual and necessary expenses of FORA employees and FORA Board members provided those expenses are incurred in the performance of their official duties. The purpose of this policy is to define the types of occurrences that qualify for payment or reimbursement.

1. The expenses must be actual, necessary, and reasonable and incurred while performing services as an employee or a Board member and on behalf of FORA.
2. **Out of town lodging and meal** reimbursement are governed by the current IRS per-diem rates unless specifically approved by the Executive Committee on case-by-case basis. This is included and is matter of FORA Travel Policy.
3. **Local lodging and meal** reimbursement is not allowed, unless specifically approved by the Executive Committee. The local commuting area is defined as a 50 mile radius of the FORA office or the employee's residence.
4. **Local mileage** reimbursement is allowed for use of a personal car when used for FORA business at the currently approved IRS rate per mile.
5. **Business meals/meetings (local or out-of-town).** FORA funds may not be expended to purchase meals for third parties, such as consultants, constituents, legislators and private business owners. The Executive Officer (for staff)/Executive Committee (for Executive Officer, Authority Counsel and Board members) is authorized to approve exceptions to this general rule on a case-by-case basis for meals associated with an official FORA-sponsored event or official FORA business.
6. **Light refreshments** may be occasionally served at the FORA sponsored meetings and other official functions. "Light refreshment" means snacks and beverages consumed outside a regular meal and may include pastries, cookies, fruit, vegetables, coffee and water.
7. **Annual subscriptions and individual professional dues/memberships** must be directly related to FORA business and should be paid only if approved by the Executive Committee.
8. One **Award /Recognition event** where FORA employees are recognized for their contributions to the organization is permitted. The amount spent on the function is limited to \$500.00 unless otherwise determined by the Executive Committee.
9. **Cost sharing arrangements** with other jurisdictions/organizations must be by written agreement.

AUTHORIZATION AND REIMBURSEMENT PROCESSING

All expenses must always be preapproved using the Purchase Authorization (PA) form, substantiated by business purpose and itemized receipts must be provided. If an employee incurs an unplanned business expense without the prior authorization, the employee should provide reason for not obtaining prior approval on the PA form when requesting approval.

- PA requests at the staff level are approved by Executive Officer, Assistant Executive Officer, or Controller;
- PA requests for the Executive Officer, Authority Counsel, and Board members are approved by the Executive Committee; PA requests for minor allowable expenses limited to \$100 per event may be approved by: a) Assistant Executive Officer or Controller for the Executive Officer and b) Executive Officer, Assistant Executive Officer, or Controller for Authority Counsel and Board members. A monthly register of such expenses will be provided to the Executive Committee and included in their meeting packets.
- Expenditures exceeding \$25,000 and/or expenditures not included in the approved budget must be approved by the FORA Board; and
- An individual may not approve his or her own purchase requisition and/or expense reimbursement request.
- If an expense is to be reimbursed to Executive Officer, Authority Counsel or Board members then a designated member of the Executive Committee should be one of the check signers.

Employees/Board members seeking reimbursement must complete the Expense reimbursement (ER) form. Claims shall be submitted within 30 days of incurring an expense to the Accounting office for processing.

Employees may claim local travel (mileage) limited to \$25 per request on their bi-weekly time sheets/project sheets; such reimbursement will be paid via payroll check. Minor purchases limited to \$25 may be paid by petty cash. All other reimbursements will be paid by FORA check.

Reimbursed business expenses are not wages and are not subject to payroll tax and income tax withholdings.

Persons Covered by This Policy/Approving Authority

This policy applies to FORA employees, Authority Counsel, and FORA Board members, including members of FORA committees.

Cell Phone Policy

Certain Fort Ord Reuse Authority (FORA) job performance may require or be enhanced by cellular phone or a Smart phone ("cell phone") support. Effective April 1, 2013, FORA will issue stipends designed to offset the cost to the employee for using his/her personal cell phone for FORA business according to this policy and will phase out the past provision of FORA owned cell phones.

Monthly Service Stipend

Based on job responsibilities, eligible employees may qualify for a stipend of up to \$50.00 to cover the business use of personal cell phones. Pursuant to the IRS Notice 2011-72 and memorandum to its field examination agents of September 14, 2011 a stipend is considered non-taxable if all three of the following requirements are met:

1. FORA must require the employee to use the employee's cell phone in connection with FORA's business;
2. The employee must maintain the type of a cell phone and service reasonably related to the needs of FORA's business; and
3. The reimbursement must be reasonably calculated and not exceed expenses the employee actually incurs in maintaining the cell phone.

The stipend will be paid as a flat rate added to the employee's regular semi-monthly payroll check. The stipend does not increase the employee's base salary and will not be included in the calculation of any FORA benefits.

The amount of the stipend (not to exceed \$50.00) will be a) determined based on the business use required for the employee to perform his or her job responsibilities. A tiered model based on the current market rates (2013 AT&T rates are attached):

Cellular Service	Usage/Need		
	<i>Light</i>	<i>Regular</i>	<i>Extensive</i>
Voice	10	20	25
Data	13	16	20
Text	2	4	5

Eligibility

An employee is eligible for a stipend if at least one of the following criteria is met:

- The job requires considerable time outside the office during working hours and it is significantly beneficial to FORA operations that the employee be immediately accessible to receive and/or make frequent business calls during those times;
- The job function of the employee requires him/her to be accessible outside of scheduled normal working hours; or
- The job function of the employee requires him/her to have wireless data and internet access outside of scheduled normal working hours or when away from the office.

Employees who are not eligible for a cell phone stipend may be reimbursed for business calls on their personal cell phones with supervisor's approval.

Oversight and Approvals

The Executive Officer confirms employees who may require cell phone/data access and for annually assessing each employee's ongoing demand for a cell phone stipend.

The FORA Executive Committee will review/approve the Executive Officer's use/ stipend.

Employees Rights and Responsibilities

- The employee is responsible for establishing a service contract with the cell phone service provider of his/her choice. The cell phone contract is in the name of the employee, who is solely responsible for all payments to the service provider and securing the phone/equipment.
- The employee may use the cell phone for both business and personal purposes, as needed.
- Support from the FORA's Information Technology (IT) Department is limited to connecting a personally-owned PDA/Smartphone to FORA IT-provided services, including email, calendar, and contacts.
- The employee must demonstrate to the Executive Officer and/or FORA Controller, upon request but at least semi-annually, that their monthly service charges (including taxes and fees), are equal to or greater than the stipend amount. If the monthly bills, on average, fall short of the stipend amount, the Executive Officer must adjust the stipend to a lower level, or may opt to discontinue the stipend provision for that employee.
- FORA does not accept liability for claims, charges or disputes between the service provider and the employee. Use of the phone in a manner contrary to local, state, or federal laws will constitute misuse, and will result in immediate termination of the stipend.
- Any cell phone that has data capabilities must be secured based on current security standards including password protection and encryption. If a cell phone with data capabilities is stolen or missing, it must be reported to the employee's supervisor, the wireless device service provider, and to FORA IT as soon as possible.
- Employees must delete FORA data from the cell phone upon employment severance, except when required to maintain that data to comply with litigation hold notice(s).

Current Contracts Transition

In order to avoid cancellation fees and to allow for an orderly transition, employees currently using a FORA-owned cell phone can make alternative arrangements to comply with the new policy.

FORA employees who currently use FORA issued cell phones and who qualify for the stipend may keep their existing cellular number and transfer it to a personal account with AT&T or a different carrier. The IT coordinator will initiate the process for "transfer of billing responsibility" and release of the cell phone number to the employee through AT&T's business services. The employee will continue and finalize the transition. Since FORA will no longer issue phone devices to employees, the employee may choose to keep the existing FORA owned cell phone and FORA no longer holds liability for the condition of the equipment or return it as spare cellular equipment.

Cancellation

A stipend agreement will be cancelled when/if:

- An employee terminates FORA employment.
- A management decision results in a change in the employee's duties that eliminates the need/benefit of the support.
- The employee terminates his/her cell phone service.
 - Employee must notify his/her supervisor within 5 business days to terminate the stipend if services are discontinued.

FORT ORD REUSE AUTHORITY BOARD REPORT

CONSENT AGENDA

Subject: Legal Services Contract Extension – Alan Waltner

Meeting Date: December 13, 2013

Agenda Number: 6e

ACTION

RECOMMENDATION(S):

Authorize the Executive Officer to extend the existing Law Offices of Alan Waltner contract, not to exceed \$_____ in additional expenses, to cover legal review of the Monterey County General Plan consistency determination, in light of comment letters received by the Fort Ord Reuse Authority Board.

BACKGROUND/DISCUSSION:

In response to letters received by the Sierra Club, Jane Haines, and others prior to the consistency determination hearing for the Monterey County General Plan in October and November, the FORA Administrative Committee (at its March 22, 2013 meeting) requested that FORA counsel be prepared to address those questions at a future FORA Board meeting.

FORA Counsel Jon Giffen consulted with special Land Use/CEQA counsel Alan Waltner, to assess any legal risks associated with the Administrative Committee recommendations. Mr. Waltner was contracted in April 2013 to complete a retrospective and prospective legal analysis of Category II from the BRP Reassessment Report and other items as identified. He previously provided Land Use and CEQA legal services to FORA in FY 2007/2008 related to Chapter 8 of the FORA Master Resolution and its requirements to perform a reassessment of the BRP.

FISCAL IMPACT:

Reviewed by FORA Controller _____

This would increase Waltner's contract from \$24,950 to \$ _____. Funding for this contract amendment is included in the approved FY 13-14 budget.

COORDINATION:

Administrative Committee, Executive Committee, Authority Counsel, Kennedy, Archer, and Giffen, and the Law Offices of Alan Waltner.

Prepared by _____ Reviewed by _____
Josh Metz Jonathan Garcia

Approved by _____
Michael A. Houlemard, Jr.

FORT ORD REUSE AUTHORITY BOARD REPORT

OLD BUSINESS

Subject:	Capital Improvement Program Review – Phase III Study Authorization	
Meeting Date:	December 13, 2013	ACTION
Agenda Number:	7a	

RECOMMENDATION(S):

1. Approve FY 13-14 budget augmentation of \$25,000 for the Financial Consultant line item to pay for the supplemental Habitat Conservation Plan analyses (Task 4) noted on the attached scope of work (**Exhibit A to Attachment A**).
2. Authorize the Executive Officer to execute contract amendment #8 with Economic & Planning Systems, Inc. (EPS) to complete the Capital Improvement Program (CIP) – Phase III Study, not to exceed \$75,000 (**Attachment A**).

BACKGROUND/DISCUSSION:

The Fort Ord Reuse Authority (FORA) hired EPS to conduct an initial CIP Review Study in Fiscal Year (FY) 10-11, resulting in a Board-approved 27% fee reduction. The FORA Board then authorized a CIP Review – Phase II Study in FY 11-12 and FY 12-13. In its Phase II Study, EPS applied the Board-adopted formula to the FORA fee structure, resulting in a subsequent Board-approved 23.6% fee reduction.

Resolution 12-5 and the FORA-jurisdictions Implementation Agreement amendments state that FORA will apply the formula again in the Spring of 2014 and biennially thereafter, unless a material change to the CIP occurs. When the FORA Board adopted the FY 13-14 CIP, several questions and concerns arose that are intended to be addressed in the upcoming CIP Review – Phase III Study. These items include: review of appropriate cost-index, review of transportation costs and contingencies, review of contingency costs (such as additional transportation costs, HCP endowment funding, and additional utility/storm drainage costs), review of water augmentation costs, and review of any surplus fund balance. In addition, calibration of commensurate cuts to the FORA developer fee resulting from MCWD request for removal of the so-called voluntary capacity charge buy-down line item in the FORA CIP will need to be addressed. These items are included in the attached EPS Phase III scope of work and budget. Staff notes EPS's invoicing will be based on hourly billing rates and direct costs.

FISCAL IMPACT:

Reviewed by FORA Controller _____

Staff time for this item is included in the approved FORA budget. The approved budget includes a \$50,000 line item for a Financial Consultant. The additional \$25,000 will be formally reported in the midyear budget presentation in early 2014.

COORDINATION:

EPS, Administrative Committee, and Executive Committee.

Prepared by _____ Reviewed by _____
Jonathan Garcia Steve Endsley

Approved by _____
Michael A. Houlemard, Jr.

Agreement for Professional Services – Extension #8

This is an Extension #8 to Agreement No. FC-100110 (“AGREEMENT”) between the Fort Ord Reuse Authority, a political subdivision of the State of California (hereinafter referred to as “FORA”) and Economic & Planning Systems, Inc. (hereinafter referred to as “CONSULTANT”).

Except for the following adjustments, all terms and conditions in the AGREEMENT remain the same:

1. SERVICES. Subject to the terms and conditions set forth in this Agreement and described in **Exhibit A** (attached), CONSULTANT shall provide to FORA the additional services.
2. TERM. The term of the Agreement is extended until December 31, 2014 or until the maximum amount of authorized compensation is reached.
3. COMPENSATION AND OUT OF POCKET EXPENSES. The AGREEMENT is increased by \$75,000 to compensate CONSULTANT for all of the additional services described in “SERVICES” section above and **Exhibit A** (attached). The overall maximum amount of FORA’s liability over the full term of the AGREEMENT is not to exceed \$322,785, including out of pocket expenses.

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

FORA		CONSULTANT	
By _____	_____	By _____	_____
Michael A. Houlemard, Jr.	Date	David Zehnder	Date
Executive Officer		Managing Principal	

Approved as to form:

_____	By _____
Jon Giffen	Jamie Gomes
Authority Counsel	Managing Principal
	Date

Fort Ord Reuse Authority Capital Improvement Program Review: Phase III Scope of Work

Project Approach

Economic & Planning Systems, Inc. (EPS), appreciates the opportunity to assist the Fort Ord Reuse Authority (FORA) with the continued evaluation and update of basewide funding strategies as development continues on the former Fort Ord Army Base.

Based on expected development, associated capital and operations costs, and policy implications, the proposed Phase III effort provides for evaluation and refinement of all potential funding sources, the timing and nature of major funding requirements, and resolution of outstanding considerations relating to Habitat Conservation Plan (HCP) funding and other issues.

Scope of Work

Task 1: Refine FORA Development Outlook

- Revise development projections based on any additional information, including market changes, since completion of Phase II study.
- Review any implications for major capital projects, operations and management, FORA policies (e.g., affordable housing), and other related issues.

Task 2: Identify FORA Buildout Cost Expectations

Subtask 2.1: Review Probable Costs by Category

- Meet with FORA engineering staff to discuss capital costs and potential issues/uncertainties, including potential increases to storm drainage and other utility costs.
- Meet with FORA and Marina Coast Water District (MCWD) staff and subsequently evaluate potential changes to material Capital Improvement Program (CIP) line-items related to proposed MCWD increases in the capacity charge.
- Meet with Transportation Agency for Monterey County (TAMC) staff to discuss concerns/issues surrounding transportation project costs and contingencies.
- Meet with FORA staff to determine levels of ongoing administrative activity, staffing, etc.
- Assist FORA staff in reviewing annual HCP costs and related implementation issues. This may involve up to two meetings with regulatory agencies and other stakeholders.
- Review status of building deconstruction program by jurisdiction and related cost estimates.
- Confirm applicable construction cost indices for future application (e.g., Bay Area average versus 20-City average).
- Identify potential areas of refinement, and recommend any engineering review(s) of unit costs.

Subtask 2.2: Establish Probable Cost Timeline

- Establish working assumptions for timing of above-referenced capital and operations costs.

Task 3: Project FORA Buildout Revenue

Subtask 3.1: Project Land Sales

- Review updated developer financial feasibility analyses and supporting market information.
- Conduct targeted, supplemental market review as necessary to confirm revenue assumptions and understand development risks.
- Review variables driving residual land value.
- Update and refine projected land sales revenues through buildout.

Subtask 3.2: Project Property Tax Revenue

- Update projected property tax revenue as appropriate based on policy assumptions, development outlook, and probable development values.

Task 4: Identify HCP Options

EPS will assist FORA staff in developing potential HCP financing solutions related to the certification of the Joint Powers Authority (JPA) endowment.¹ This technical support work will involve communication with and coordination between the following parties:

1. FORA staff and legislative bodies.
2. FORA's HCP consultant (ICF).
3. United States Fish and Wildlife Service (USFWS).
4. California Department of Fish and Wildlife (CDFW).

Based on information provided by FORA or ICF, EPS will update the overall mix of funding mechanisms, timing of investment, and resulting annual cash flow required to fund HCP operations and maintenance costs, including the following tasks:

- Refine required rates of return and other required updates to the HCP.
- Participate in up to two on-site meetings with FORA staff or legislative bodies (e.g., Administrative Committee or FORA Board).

Task 5: Refine Capital Funding Mix and Attend Meetings

- Using the FORA Board-adopted formula, apply revised one-time Community Facilities District (CFD) special tax rate to projected development based on revised development and funding assumptions.

¹ EPS will apply remaining funds in the Phase II budget, approximately \$10,000, toward finalizing the structure of the University of California endowment.

- Finalizing this analysis assumes EPS's attendance at one stakeholder meeting, four Administrative Committee meetings, two FORA Board meetings, along with two additional meetings held in reserve if needed (through completion of all tasks).

Staffing, Budget, and Schedule

All tasks will be overseen by Managing Principal David Zehnder, who will be assisted by Managing Principal Jamie Gomes, and other EPS staff.

The budget is estimated not-to-exceed **\$75,000** (\$50,000 for non-HCP financial analysis and \$25,000 for HCP-related analysis). As described in **Task 5**, EPS will provide progress updates to the Administrative Committee (four meetings) and the FORA Board (two meetings), along with two additional meetings held in reserve if needed through the completion of all tasks.

EPS is prepared to begin work immediately and will adhere to the schedule proposed by FORA.

Table 1
FORA CIP Review Phase III
Budget Estimate

Task/Description	EPS Staff				Production Staff	Staff Cost Subtotal	Direct Costs [1]	Total	Task Total [3]
	Managing Principal Zehnder	Principal Gomes	Senior Associate Leung	Associate					
Task 1: Refine FORA Development Outlook	2	0	6	0	1	\$1,540	\$0	\$1,540	\$1,540
Task 2: Identify FORA Buildout Cost Expectation									
Subtask 2.1: Review Probable Costs by Category	24	2	30	0	1	\$11,560	\$850	\$12,410	
Subtask 2.2: Establish Probable Cost Timeline	4	2	8	0	1	\$2,850	\$0	\$2,850	\$15,260
Task 3: Project FORA Buildout Revenue									
Subtask 3.1: Project Land Sales	6	2	16	4	1	\$5,160	\$0	\$5,160	
Subtask 3.2: Property Tax Revenue	6	2	16	4	1	\$5,160	\$0	\$5,160	\$10,320
Task 4: Identify HCP Options	31	24	44	23	1	\$23,860	\$905	\$24,765	\$24,765
Task 5: Refine Capital Funding Mix and Attend Meetings [2]									
Technical Analysis: CIP Calibration	9	2	18	0	1	\$5,725	\$0	\$5,725	
Administrative Committee (4 meetings)	28	0	0	0	1	\$7,500	\$800	\$8,300	
FORA Board (2 meetings)	14	0	0	0	1	\$3,790	\$400	\$4,190	
Other Meetings (3 meetings/calls)	16	0	0	0	1	\$4,320	\$580	\$4,900	\$23,115
Total Task Hours	140	34	138	31	10				
Hourly Billing Rates	\$265	\$235	\$155	\$135	\$80				
Total Project Costs	\$37,100	\$7,990	\$21,390	\$4,185	\$800	\$71,465	\$3,535	\$75,000	\$75,000

[1] Direct costs include costs related to travel, acquiring data, mileage, reproduction, and other non-staff costs.

[2] Requires efficient combinations of meetings and use of conference calls where appropriate to achieve hourly targets.

[3] Assumes budgets between tasks are fungible and subject to adjustment within the total not-to-exceed estimate (with client approval).

FORT ORD REUSE AUTHORITY BOARD REPORT

OLD BUSINESS

Subject:	Preston Park Management Agreement Extension with Alliance Communities, Inc.	
Meeting Date:	December 13, 2013	ACTION
Agenda Number:	7b	

RECOMMENDATION(S):

Authorize the Executive Officer to extend the Alliance/FORA Preston Park Management Agreement (**Attachment A**) for one year.

BACKGROUND/DISCUSSION:

The 2013 Preston Park Management Agreement (PPMA) between FORA and Alliance Communities, Inc. (Alliance) will terminate on December 31, 2013. The terms of the agreement proposed for 2014 are virtually the same as the 2013 PPMA. In January 2009, Alliance assumed Preston Park management responsibilities. Alliance offered a lower management fee with potential cost savings and efficiencies from management of 1,100 housing units at nearby California State University Monterey Bay.

Until December 31, 2011, Alliance, FORA and the City of Marina were parties to the PPMA. Thereafter, the FORA Board voted to approve a PPMA with two parties: Alliance and FORA. The Board approved the agreement on a second vote at the February 15, 2013 meeting. The two-party PPMA governed management duties at Preston Park throughout 2012. The terms of the 2012 PPMA were essentially the same as the 2011 PPMA, and included changes requested by Marina staff and Marina's FORA Board representatives.

On October 11, 2013, Alliance's annual performance review was presented to the FORA Board. The review rated Alliance "Satisfactory with Needs to Improve" its ratings in two areas: (1) the development of a Preston Park Tenant Handbook and (2) the modification of contract language to aggregate reporting data in the monthly operations report into a quarterly summary table. The proposed Preston Park Tenant Handbook is attached to this report (**Attachment B**).

FISCAL IMPACT: Reviewed by FORA Controller _____

Costs associated with Preston Park disposition including legal, mediation, and Capital Program costs are included in the approved FY 12-13 operating budget.

COORDINATION:

FORA Controller, Authority Counsel, FORA Auditor, and Alliance Management Staff.

Prepared by _____ Reviewed by _____
Robert J Norris, Jr. Steve Endsley

Reviewed by _____ Approved by _____
Jon Giffen Michael A. Houlemard, Jr.

Placeholder for Attachment A Item 7b

December 13, 2013

Alliance Management Contract

This item will be distributed to the Committee under separate cover prior to the meeting.

Placeholder for Attachment B Item 7b

December 13, 2013

Preston Park Tenant Handbook

This item will be included in the final Board packet.

FORT ORD REUSE AUTHORITY BOARD REPORT

OLD BUSINESS

Subject: Fort Ord Initiatives

Meeting Date: December 13, 2013

Agenda Number: 7c

INFORMATION/ACTION

RECOMMENDATION:

- i. Receive Certification of Election Results from Monterey County Elections Department; and,
- ii. Election Legal Services Contract Extension - Steve Churchwell.

BACKGROUND/DISCUSSION:

i. On July 12, 2013, the Fort Ord Reuse Authority (FORA) Board of Directors authorized the FORA Executive Officer, acting as the FORA elections official, to execute a contract with the County of Monterey to conduct an election for two Fort Ord initiatives, Measure M and Measure K, concurrent with the November 5, 2013 general election.

The County of Monterey conducted that general election and provided election results in a letter dated November 20, 2013, transmitting the Certificate of the Registrar of Voters for the Election held November 5, 2013 (**Attachment A**). Both initiatives/measures failed.

Additional election result information can be obtained by contacting the Monterey County Elections Department directly (www.MontereyCountyElections.us or by phone 831.796.1499).

ii. At the May 10, 2013 Board meeting, the Board authorized the Executive Officer to retain an election law specialist to provide legal consulting services concerning ballot Measures K and M. Per Board direction, FORA retained Steve Churchwell of Churchwell White LLP to provide election law consulting services, not to exceed \$25,000.

The volume of substantive, time-sensitive legal issues raised by Measures K and M, including multiple unanticipated lawsuits, required Churchwell White to provide legal services exceeding the \$25,000 previously authorized. An amendment to FORA's agreement with Churchwell White is required, and Authority Counsel seeks approval from the Board to pay Churchwell White up to an additional \$11,000, not-to-exceed \$36,000, for past and future legal services (**Attachment B**).

FISCAL IMPACT:

Reviewed by FORA Controller _____

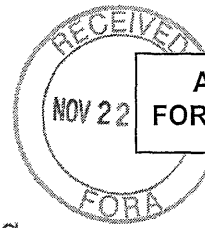
- i. The approved FY 13-14 budget includes \$600,000 for the county-wide election costs; however, only one petition was anticipated at budget preparation/adoption. Once the final invoice is received from the County, FORA staff and Authority Counsel will review and evaluate it, and address any remaining issues raised by the invoice with the Board.
- ii. Not-to-exceed an additional \$11,000.

COORDINATION:

Monterey County Elections Department, Executive Committee, Authority Counsel

Prepared by _____ & Prepared by _____
Crissy Maras Jon Giffen

Approved by _____
Michael A. Houlemard, Jr.



Attachment A to Item 7c
FORA Board Meeting, 12/13/13

MONTEREY COUNTY ELECTIONS

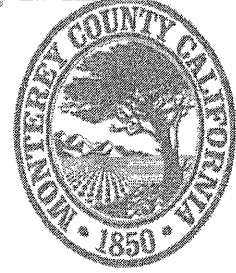
PO Box 4400
Salinas, CA 93912

1370-B South Main Street
Salinas, CA 93901

831-796-1499 Phone
831-755-5485 Fax

www.MontereyCountyElections.us

elections@co.monterey.ca.us



November 20, 2013

Fort Ord Reuse Authority
920 2nd Avenue, Suite A
Marina, CA 93933

Subject: Certificate of the Registrar of Voters for the Election held November 5, 2013.

Attached hereto is the Certificate of the Registrar of Voters in connection with the subject election held on November 5, 2013.

Sincerely,

Claudio Valenzuela
Acting Registrar of Voters

Enclosures

CERTIFICATE OF REGISTRAR OF VOTERS

In the Matter of the CANVASS OF THE VOTE CAST)
at the **Fort Ord Reuse Authority**)
held on November 5, 2013)

I, **Claudio Valenzuela**, Acting Registrar of Voters of the County of Monterey,

State of California hereby certify;

THAT an election was held within the boundaries of the Fort Ord Reuse Authority on Tuesday, November 5, 2013 for the purpose of submitting Measure "M" to the qualified electors and; I caused to have processed and recorded the votes from the canvass of all ballots cast at said election within the boundaries of the Fort Ord Reuse Authority.

I HEREBY FURTHER CERTIFY that the record of votes cast at said election are set forth in Exhibit "A" attached hereto and incorporated herein by reference as though fully set forth at length.

IN WITNESS WHEREOF, I hereunto affix my hand and seal this Wednesday, November 20, 2013 and file this date with Fort Ord Reuse Authority.



Claudio Valenzuela
Acting Registrar of Voters

CERTIFICATE OF REGISTRAR OF VOTERS

In the Matter of the CANVASS OF THE VOTE CAST)
at the **Fort Ord Reuse Authority**)
held on November 5, 2013)

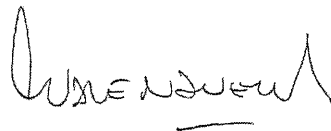
I, Claudio Valenzuela, Acting Registrar of Voters of the County of Monterey,

State of California hereby certify;

THAT an election was held within the boundaries of the Fort Ord Reuse Authority on Tuesday, November 5, 2013 for the purpose of submitting Measure "K" to the qualified electors and; I caused to have processed and recorded the votes from the canvass of all ballots cast at said election within the boundaries of the Fort Ord Reuse Authority.

I HEREBY FURTHER CERTIFY that the record of votes cast at said election are set forth in Exhibit "A" attached hereto and incorporated herein by reference as though fully set forth at length.

IN WITNESS WHEREOF, I hereunto affix my hand and seal this Wednesday, November 20, 2013 and file this date with Fort Ord Reuse Authority.



Claudio Valenzuela
Acting Registrar of Voters



Agreement FC-052313-1

Agreement for Professional Services

This is an Amendment #1 to the Agreement FC-052313 ("AGREEMENT") between FORT ORD REUSE AUTHORITY, ("FORA"), a political subdivision of the State of California, hereinafter called "FORA", and Churchwell White LLP (CONSULTANT).

The parties agree to amend Agreement No. FC-052313 as follows:

1. **TERM.** This contract starts May 23, 2013 and ends *March 30, 2014*, or until the maximum amount of authorized compensation is reached.
2. **COMPENSATION AND OUT OF POCKET EXPENSES.** In consideration for legal services, FORA shall pay CONSULTANT for legal services rendered at the hourly rates specified in Exhibit A. In addition, FORA shall reimburse CONSULTANT for one half of his travel time and for reasonable business expenses in accordance with FORA expense reimbursement policy. The overall maximum compensation amount to CONSULTANT over the full term of this Amended Agreement in *\$36,000*.

IN WITNESS WHEREOF, FORA and CONSULTANT execute this Amendment No. FC-052313-1 as follows:

FORT ORD REUSE AUTHORITY

CONSULTANT

By _____
Michal A. Houlemard, Jr. Date
Executive Officer

By _____
Steven G. Churchwell Date

Approved as to form:

By _____
Jon R. Giffen
FORA Authority Counsel

Exhibit A

AMENDMENT TO
SCOPE OF WORK

For Legal Services Relating to Holding Elections for Two Ballot Measures

This Exhibit outlines the services Churchwell White LLP will perform to assist the Fort Ord Reuse Authority (FORA) with holding elections for two separate ballot measures. The primary services to be performed by CONSULTANT include, but are not limited to, the following: 1) provide FORA advice on the application of California election law to FORA in connection with the two ballot measures; 2) guide FORA in complying with election law procedures in verifying signatures submitted in support of the ballot measures; 3) provide FORA advice to comply with all necessary activities in connection with an election on the ballot measures; 4) provide advice to FORA and its Executive Officer, and to assist FORA Authority Counsel in the litigation between the proponents of the two ballot measures; and, 5) assist FORA in addressing any election-related issues raised following the election.

COMPENSATION: CONSULTANT is entitled to an additional \$11,000 above the previously authorized maximum amount of \$25,000, so total compensation shall not exceed \$36,000, including out-of-pocket expenses and will be compensated for services rendered in the following manner:

- 1) FORA agrees to pay CONSULTANT at the following hourly rates: 1) Partners: \$395; Associates: \$250; Paralegals: \$125.
- 2) CONSULTANT shall submit monthly invoices to FORA for the period ending on the last day of each month. Each invoice shall contain a summary description of services provided during the billing period.
- 3) CONSULTANT shall be reimbursed for reasonable business expenses if consistent with FORA policy 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 a receipt.
- 4) FORA shall pay CONSULTANT no later than 30 days from receiving an acceptable invoice.
- 5) Final Invoice: CONSULTANT shall provide a final report for each task completed.

CONTRACT AMENDMENTS: Any change or amendment to this Agreement must be in writing and signed by the parties to the original Agreement.

FORT ORD REUSE AUTHORITY BOARD REPORT

NEW BUSINESS

Subject: Adopt 2014 FORA Legislative Agenda

Meeting Date: December 13, 2013

Agenda Number: 8a

ACTION

RECOMMENDATION(S):

Adopt the 2014 Fort Ord Reuse Authority ("FORA") Legislative Agenda (**Attachment A**).

BACKGROUND/DISCUSSION:

Since 2000, Legislative Committee has solicited legislative, regulatory, policy and/or resource allocation suggestions from the jurisdictions to enhance and move forward the reuse and redevelopment of the former Fort Ord. This year, FORA staff worked with JEA and Associates (FORA's legislative representatives in Sacramento), staff from FORA jurisdictions, and federal/state legislative offices to amend the FORA Legislative Agenda to reflect the current status of funding opportunities and program changes and to address unfinished items from the 2013 Legislative Agenda. The Legislative Committee reviewed, considered, and approved the 2014 Legislative Agenda at their November 14th meeting.

The items on the annual Legislative Agenda serve as the focus of the annual Legislative Mission to Washington, DC, which typically occurs in spring. Selected FORA Board and staff members travel to the nation's capital to meet with key legislative, military, and governmental leaders to discuss FORA's positions and needs. The approved Legislative Agenda stands as a statement of FORA's legislative, regulatory, policy and/or resource allocation needs.

FISCAL IMPACT:

Reviewed by FORA Controller _____

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

COORDINATION:

FORA Legislative and Executive Committees, JEA & Associates, Congressman Sam Farr, Senator Bill Monning, Assemblymember Mark Stone, and respective staff.

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



Fort Ord Reuse Authority 2014 **DRAFT** LEGISLATIVE AGENDA

Approved by FORA Legislative Committee 11/14/13

The purpose of this report is to outline 2014 Fort Ord Reuse Authority (FORA) legislative tasks. The FORA 2014 Legislative Agenda defines Board policy, sets legislative, regulatory or federal/state resource allocation positions, and supports the 1997 Base Reuse Plan's defined programs for replacing the former Fort Ord military regional economic contributions with comparable level civilian activity/programs. The Legislative Agenda is meant to assist state and federal agencies/legislative offices regarding property transfer, economic development, environmental remediation, habitat management/conservation, and infrastructure and mitigation funding. The order in which the tasks are presented herein does not imply rank or priority. Each item is considered a "priority" in achieving FORA's objectives.

A. VETERANS CEMETERY. Continue support for the California Central Coast Veterans Cemetery (CCCVC) development on the former Fort Ord.

ISSUE: Burial space for California Central Coast veterans is inadequate. The former Fort Ord is both ideally suited and centrally located. A site was set aside/designated in the 1990s for a veterans' cemetery and the FORA Board of Directors has supported by multiple previous actions establishment of the California Central Coast Veterans Cemetery (CCCVC). In 2011, the Legislature amended Military and Veterans Code section 1450.1 directing California Department of Veteran Affairs (CDVA), in cooperation with the City of Seaside, County of Monterey, FORA, and surrounding local agencies, to design, develop, and construct the Veterans Cemetery on the former Fort Ord.

In January 2013, the FORA Board authorized transfer of the land designated for the CCCVC to CDVA. In August, CDVA submitted an application to the U.S. Department of Veteran Affairs (DVA) for approximately \$6.8 million in grant funding to construct Phase I of the CCCVC. Senator Bill Monning authored legislation that reduced the approximate \$2.6 funding gap between the federal grant and estimated project costs by \$1 million dollars. Additional State funding efforts reduced the funding gap by another \$1 million. The David and Lucile Packard Foundation provided a \$350,000 loan and \$150,000 in grant funding. Local fundraising efforts produced the remaining portion, which allowed the state to accept the DVA grant funding by the October 15, 2013 deadline.

BENEFITS: The CCCVC would provide final resting spaces for the region's 50,000 (approximately) veterans.

CHALLENGES: Completion of the cemetery design and construction will require significant coordination between FORA, the CCCVC Foundation, the California Department of General Services (DGA), CDVA, and, potentially, other state entities. Grant processing delays resulting from the 2013 government shutdown furloughs are anticipated to impact the design, environmental review, and engineering work necessary to move toward construction in the coming fiscal year.

PROPOSED POSITION:

- Continue to support fundraising efforts for all phases of CCCVC construction, including ancillary facilities to repay loans to move the cemetery forward in 2013.
- Support efforts to sustain priority standing for the CCCVC with the CA and US Departments of Veterans Affairs.
- Support DGS and CDVA design and construction efforts.
- Promote continued vigilance and cooperation among the regulatory agencies.
- Coordinate with federal agencies, the 17th Congressional District, the 17th State Senate District and the 29th State Assembly District to sustain efforts to generate additional federal funding and/or status for future California Central Coast Veterans Cemetery phases.

B. NATIONAL MONUMENT. Assist in implementing the federal National Landscape Conservation System (Fort Ord National Monument) designation for the former Fort Ord Bureau of Land Management (BLM) Natural Resource Management Area through increased trail access, completion of munitions and explosives removal, and continued advancement of the Fort Ord Habitat Conservation Plan (HCP).

ISSUE: HCP approval and implementation are essential to former Fort Ord reuse and will support the National Monument. Advancing access connects the National Monument to other Monterey Bay venues. State and National funding and further recognition are critical.

BENEFITS: National attention to the unique flora, fauna and recreational resources found on the Fort Ord National Monument supports Fort Ord Habitat Management Plan and HCP preservation efforts. The National Monument designation emphasizes the national significance of the BLM's former Fort Ord property to potential donors and other funding sources. As an advocate for the designation, FORA supported the BLM mission and former Fort Ord recreation and tourism, helping BLM become more competitive for resources.

CHALLENGES: Each year, the local BLM office competes nationally to receive public and private grants and federal appropriations that support its mission.

PROPOSED POSITION:

- Continue support and work with the 20th Congressional District to introduce/sponsor funding for former Fort Ord conservation, trails, etc.

C. AUGMENTED WATER SUPPLY. Work with local and regional agencies to secure State and Federal funding to augment FORA's water supply capital needs.

ISSUE: The FORA Capital Improvement Program includes approximately \$45,000,000 to fund the Regional Water Augmentation Program necessary to implement the Base Reuse Plan. Securing outside funds to assist this requirement could help the timely implementation of the recycled water and desalination water facilities and smooth out upfront costs of infrastructure.

BENEFITS: Development permitted under the Base Reuse Plan depends on an augmented water supply. Additional grant funding could reduce the cost to Marina Coast Water District of securing water resources and reduce the hefty capital charges currently required.

CHALLENGES: Scare funding and competing water projects throughout the region and state. No current federal/state program exists for this funding.

PROPOSED POSITION:

- Continue to work with MCWD to ensure that they fulfill their contractual obligation to FORA for water resource augmentation.

- Support and coordinate efforts with Marina Coast Water District (MCWD), Monterey County Water Resources Agency (MCWRA), Monterey Regional Water Pollution Control Agency (MRWPCA), other agencies, and FORA jurisdictions to secure funding and/or to endorse the use of other fund mechanisms proposed for this purpose.

D. WATER BOND. Support efforts/proposal to adopt and submit to the voters the Safe, Clean and Reliable Drinking Water Supply Act of 2014.

ISSUE: The Act would enable \$11.14 billion in general obligation bonds to fund California's water infrastructure and to address environmental and water supply needs.

BENEFITS: The Safe, Clean and Reliable Drinking Water Supply Act of 2014, if adopted, may offer opportunity to add financing resources for surface, reclaimed or other water system infrastructure. This could reduce overall costs for replacing or building a network on the former Fort Ord.

CHALLENGES: There are multiple interests in securing such a Bond Act to support water infrastructure and it is unclear whether the resulting formula for access to such financing will help the Central Coast. As well, there may be fierce competition for the Water Bond Resources and opposition from taxpayer organizations and others.

PROPOSED POSITION:

- Provide direct input regarding efforts/proposal to adopt and submit to the voters the Safe, Clean and Reliable Drinking Water Supply Act of 2014 and support if the structure of the Bond Act meets with Central Coast needs and eligibility.

E. TRANSPORTATION IMPROVEMENTS. Work with the Transportation Agency for Monterey County (TAMC) and local jurisdictions to secure transportation funds.

ISSUE: The FORA Capital Improvement Program requires capital and monetary mitigations of more than \$112,000,000 for transportation infrastructure on and proximate to the former Fort Ord. Some of this funding requires a local, or other, match from the appropriate regional or state transportation body to bring individual projects to completion. Roadway infrastructure proximate to the former Fort Ord impacts traffic mitigation measures on the former Fort Ord.

BENEFITS: The timely installation of required on-site, off-site and regional roadway improvements supports accommodating development impacts and maintaining and improving levels of service vital to the regional economy.

CHALLENGES: Applying scarce transportation funds to the appropriate projects to optimize transportation system network enhancements. Remaining federal and state programs offering grants or low cost resources are dwindling and increasingly competitive.

PROPOSED POSITION:

- Support and coordinate with TAMC, FORA jurisdictions, and others for state infrastructure bonds, federal authorization or other grant/loan/low cost resources.
- Request amendment to Monterey County Local Coastal Plan (LCP) for safety improvements to Moss Landing/Castroville section of Highway 1.
- Advocate for approved regional improvements to maintain traffic flow and funding for transit improvements.

F. BASEWIDE MITIGATION AND BUILDING REMOVAL IMPACTS. Lobby for state funds to mitigate the regional impacts of the development of California State University, Monterey Bay (CSUMB). Support requests for CSUMB campus impact mitigation funds and seek state and other funds for building removal.

ISSUE: In July 2006, the State of California Supreme Court ruled that California State University (CSU) must mitigate off-campus impacts from CSUMB campus development/growth. In order to fund its obligations, CSU requests funds from the State Legislature.

Contaminated building removal is a significant expense to CSUMB (\$26 million) and other former Fort Ord land use entities (\$43 million). A coordinated effort is more likely to achieve funding success. FORA and CSUMB have partnered on several building removal projects and continue to benefit from shared knowledge and cost savings. In both FY 2010-2011 and 2011-2012, FORA assisted CSUMB in grant funding applications to the Department of Defense Office of Economic Adjustment (OEA) for building removal efforts. In September 2013, FORA and CSUMB jointly prepared a Building Removal Business Plan OEA/US Economic Development Administration (EDA) grant application that would outline cost parameters and set forth terms to guide future removal of large multi-story concrete structures.

In November 2013, it was announced that CSUMB had received full funding from CSU to complete the remaining campus-wide building removal. The basewide building removal costs (both FORA and jurisdictional) remain an impediment to recovery programs.

BENEFITS: Supporting state budget approval of off-campus mitigation impact funding requests helps address CSU's fair share contribution. Similarly, a coordinated effort to secure building removal resources will help all levels of the regional reuse program. Securing financial aid for basewide building removal obligations will improve the overall perception of reuse progress, increase safety by eliminating the attractive nuisance and ongoing vandalism, reduce the "cover" for illegal dumping, and remove potential exposure to certain contaminants within the structures. Although CSUMB's building removal efforts have been fully funded, ongoing coordination with OEA is crucial to both entities efforts.

CHALLENGES: The 2013 government shutdown halted processing of the pending OEA/EDA grant. OEA/EDA is now restarting that review, which may be awarded next quarter.

PROPOSED POSITION:

- Support state budget off-campus impact and building removal earmarks requested by CSU for the CSUMB campus and continue coordination with CSUMB for federal support.
- Support funding for research on the scope and scale of building removal as compares to others in the nation.
- Support funding to clear buildings in areas slated for development.

G. PUBLIC SAFETY OFFICER TRAINING. Work with the County of Monterey to assist Monterey Peninsula College (MPC) to obtain capital and program funding for its former Fort Ord Public Safety Officer Training Programs.

ISSUE: FORA/County agreed to assist MPC in securing program funds in 2003.

BENEFITS: The Public Safety Officer Training Program is an important component of MPC's Fort Ord reuse efforts and will enhance public safety training at the regional and state levels. Adequate funding is critical.

CHALLENGES: Funds available through the Office of Homeland Security, the Office of Emergency Services, or other sources may be restricted.

PROPOSED POSITION:

- Pursue legislative or other actions to support MPC efforts to secure funding sources.

H. HABITAT CONSERVATION PLAN (HCP). Continue/enhance ongoing coordination with Congressional and state legislative representatives to secure approval of the HCP.

ISSUE: HCP approval remains critical to former Fort Ord reuse. Alternatives to a basewide HCP are costly and time consuming and do not effectively serve the goal of managing or protecting endangered species.

BENEFITS: HCP approval is essential to protecting habitat and effectively developing jobs and housing for the region.

CHALLENGES: Processing the HCP over past ten years has been frustrating and costly. Insufficient federal and state agency resources and overlapping regulatory barriers have thwarted the HCP process. The federal government shutdown, and the resulting furloughs of US Fish and Wildlife and BLM employees, has also negatively impacted the document review process.

PROPOSED POSITION:

- Support legislative and regulatory coordination, state and federal resources, and strong advocacy to enable speedy reviews and processing.

I. REUSE FINANCING. Support statewide efforts to create local jurisdictions financing tools to assist reuse and recovery of former military bases.

ISSUE: The loss of “redevelopment financing” as a tool to implement base closure recovery was a heavy blow to FORA’s member jurisdictions that need financial tools to support economic reuse/development initiatives.

BENEFITS: Sufficient funding resources for the reuse and recovery from former Fort Ord closure and other military bases. Funding support for habitat management protection, building removal, or other infrastructure demands associated with the reuse programs.

CHALLENGES: Obtaining agreement to use tax or special district funds to create special financing districts to support targeted economic recovery, affordable housing and/or infrastructure in the climate of limited resources. Currently, there is an unclear transition process regarding the demise of prior redevelopment agencies that may generate litigation.

PROPOSED POSITION:

- Support legislation reactivating local agency processes for economic development.
- Support establishment of Military Base Reuse Recovery Zones.
- Support legislation for incentive based mechanisms to strengthen jurisdictions ability to implement base closure recovery programs.

J. LEGISLATIVE COOPERATION. Coordinate efforts with other Monterey Bay agency legislative issues.

ISSUE: Monterey-Salinas Transit, Transportation Agency for Monterey County, and the County of Monterey have adopted legislative programs, some of which will have Fort Ord reuse impacts.

BENEFITS: Collaborative funding efforts by agencies involved in the same or interdependent projects will increase the chances to obtain critical funding and also be enhanced by partnering matching funds.

CHALLENGES: State and federal funding is limited and competition for available funds will be keen.

PROPOSED POSITION:

- Coordinate and support other legislative programs in the Monterey Bay area when they interface with former Fort Ord reuse programs.

DRAFT

- END -

**DRAFT
BOARD PACKET**

Economy, Education & the Environment

— on the former Fort Ord

A colloquium to share knowledge and best practices for economic and development success.

Dec. 12-13, 2013
University Center
California State University, Monterey Bay
Seaside, California

PRESENTED BY



California State University
MONTEREY BAY
Extraordinary Opportunity



Your Hosts

Colloquium co-sponsors are California State University, Monterey Bay and the Fort Ord Reuse Authority. All events will be held in the University Center Auditorium at Cal State Monterey Bay.

About California State University, Monterey Bay

Cal State Monterey Bay (CSUMB) was founded in 1994 by educators and community leaders on the former site of the Fort Ord U.S. Army base. Faculty and staff continue to explore innovative ways to meet the needs of a new generation of students while also powering the Monterey County economy. CSUMB provides more than 5,700 students an extraordinary opportunity to learn on a residential campus on the beautiful Monterey Peninsula. The diverse student body receives personal attention in small classes, earning degrees in 23 undergraduate and eight graduate majors.



California State University
MONTEREY BAY
Extraordinary Opportunity

About the Fort Ord Reuse Authority

State legislation created the Fort Ord Reuse Authority (FORA) in 1994 to oversee the civilian reuse and redevelopment of the former Fort Ord. FORA is responsible for the planning, financing and implementation of reuse as described in the 1997 FORA Base Reuse Plan.



Agenda

Thursday, December 12

- 8 A.M. Coffee and check-in
- 8:45 A.M. Opening comments Dr. Eduardo M. Ochoa
- 9 A.M. **Panel 1: Economic Development and Innovation**
Moderator: Eduardo Ochoa, President, CSUMB
- Shyam Kamath, Dean, College of Business, CSUMB
Attracting the right companies for innovative clusters
- Larry Samuels, Principal, Samuels Associates, La Selva Beach
Optimizing conditions for innovation clusters
- Bud Colligan, Founder and CEO, South Swells Ventures,
Santa Cruz
Marshaling resources for innovation
- 10 A.M. Moderated Q&A
- 10:45 A.M. Break
- 11:15 A.M. **Panel 2: Land Development and Job Creation**
Moderator: Jennifer Ott, Chief Operating Officer, Alameda Point,
Alameda
- Peter Katz, Principal, Strategic Consulting Practice,
Alexandria, Va.
How development patterns can increase jurisdiction tax base
- Mary Jo Waits, Director, National Governors Association Economic,
Human Services & Workforce Division, Washington, D.C.
*Transitioning to the new economy: Policies fostering innovation-driven
economic growth*
- Craig Seymour, Managing Principal, RKG & Associates,
Alexandria, Va.
New directions and socioeconomic development strategies for base reuse
- 12:15 P.M. Moderated Q&A

- 1 P.M. Lunch with an Expert
- 2:30 P.M. **Panel 3: Blight Removal, Remediation and Economics**
Moderator: Katie Timmerman, Senior Construction/Project Manager, CSUMB
- Jim Musbach, Managing Principal, Economic & Planning Systems, Berkeley
Innovative solutions to blight removal
- Lenny Seigel, Center for Public Environmental Oversight, Mountain View
Advocacy for safety in the human environment
- Bradley Guy, Assistant Professor, Sustainable Design Program, School of Architecture and Planning, The Catholic University of America, Washington, D.C.
Green building and unbuilding
- 3:30 P.M. Moderated Q&A
- 4:30 P.M. Networking and social event

Friday, December 13

- 8 A.M. Coffee and check-in
- 8:45 A.M. Opening comments Dr. Eduardo M. Ochoa
- 9 A.M. **Panel 4: Design Guidelines as Economic Catalyst**
Moderator: Victoria Beach, City Council Member, Carmel-by-the-Sea
- Charles Bohl, Associate Professor and Director of the Masters in Real Estate Development and Urbanism program, University of Miami School of Architecture, Miami
How complete planning affects community prosperity
- Victor Dover, Principal, Dover, Kohl & Partners, Coral Gables, Fla.
Retrofitting sprawl
- 10 A.M. Moderated Q&A
- 10:45 A.M. Break

11:15 A.M.

Panel 5: Form-Based Regional Planning and Community Collaboration

Moderator: Brian Congleton, Architect, Carmel-by-the-Sea

Bill Lennertz, Executive Director, National Charrette Institute, Portland, Ore.

How public charrettes can resolve apparently conflicting land-planning interests

Stefan Pelligrini, RA, AICP, LEED AP Principal, Opticos Design, San Francisco CA

How publicly developed form-based codes increase predictability and profitability for developers

Doug Walker, President and Principal of Placeways, Boulder, Colo.
Cutting-edge visualization techniques for community planning

12:15 P.M.

Moderated Q&A

1 P.M.

Lunch with an Expert or Luncheon Speaker

2:30 P.M.

Panel 6: National Monuments as Economic Engines

Moderator: David Spaur, Monterey County Economic Development Director, Monterey

Doug Farr, President and CEO at Farr and Associates, Architecture and Urban Design, Chicago

How urban areas can leverage proximity to open space through integrated connectivity

Jim Meadows, Presidio Trust Executive Director, Presidio of San Francisco

Integrating recreation and open space into economic recovery programs: San Francisco Presidio Case Study

Luther Probst, Executive Director, Sonoran Institute, Tucson, Ariz.
Economic development adjacent to national monuments

3:30 P.M.

Moderated Q&A

4:30-6 P.M.

FORA board meeting

Questions the colloquium will answer

Economic Development

- What are effective ways to attract employers to a community?
- What are characteristics that distinguish good job mixes from bad?
- How can the university be an economic catalyst?
- How can the public participate in economic planning processes?
- What current market trends influence job growth and economic revitalization?
- How will these market trends change over the next five to 10 years?

Design Guidelines

- How can good design serve as an economic amplifier for a community?
- What are successful examples of common design character being implemented over multiple jurisdictions?
- What is a community charrette and what are its benefits as a planning tool?
- What are form-based codes and what are their benefits as a planning tool?

Blight Removal

- Does the broken windows theory (about how visual cues can encourage or discourage crime and decay) apply to blight removal?
- What new solutions are available for removal of blight?

Fort Ord National Monument

- How can the national monument designation stimulate economic development?
- How can local jurisdictions incorporate the monument into their plans?
- How can communities effectively create recreation and open space connections with the national monument?

The goal of the colloquium is for local decision-makers and the public to leave with a shared knowledge base on these topics. With this newfound knowledge, the community can agree on strategies for economic and development success across Fort Ord and the communities surrounding it.

Speaker Biographies

Opening Comments

EDUARDO M. OCHOA, PRESIDENT, CAL STATE MONTEREY BAY

Dr. Ochoa has served as president of Cal State Monterey Bay since July 2012. Before coming to CSUMB, he had a long career as a faculty member and administrator at four other Cal State campuses and served for two years as assistant secretary for higher education in the Obama Administration.

Panel 1: “Economic Development and Innovation”

SHYAM KAMATH, DEAN, CSUMB COLLEGE OF BUSINESS

Dr. Kamath has held academic and administrative positions at leading universities in the United States, Canada, Asia and Europe. Previously, he was an entrepreneur as a co-founder of three startups, pioneered a number of academic startups and worked for leading international firms in the energy equipment and consumer goods areas.

He has published more than 80 articles in leading peer-reviewed scholarly and trade journals and is the author of three books.

LARRY SAMUELS, PRINCIPAL, SAMUELS ASSOCIATES, LA SELVA BEACH

Mr. Samuels has more than 20 years of executive leadership experience in the electronics and technology industries, with companies such as Atari, Communities.com, Viacom and Creative Labs. He has led or had executive participation in three successful IPOs and countless private and venture financings, and has funded varied early-stage technology incubators.

In addition to building several world-class leadership teams and organizations, he has co-founded worldwide industry consortia, helping establish global standards and brands. He holds a Master of Arts degree and dual-track doctorate from the Stanford University Graduate School of Education.

BUD COLLIGAN, CEO, SOUTH SWELL VENTURES, SANTA CRUZ

Mr. Colligan is founder of South Swell Ventures, a private investment firm, and partner at Accel Partners, a global venture capital firm. He sits on the board of directors of Lynda.com and Yodlee and is an investor in and adviser to Days of Wonder, Wheelhouse and NextSpace. He was an investor and board member at CNET Networks, Brightmail and S3 Corporation. In 2013, he was honored as an Outstanding Director by the Silicon Valley Business Journal and San Francisco Business Times.

Prior to Accel, he co-founded Macromedia in 1992 through a merger of Authorware and Macromind-Paracomp. At Macromedia, he served as CEO during 1992-1997 — taking the company public on NASDAQ in December 1993 — and as chair until July 1998. During his tenure, Macromedia grew from a startup to a company with more than \$100 million in revenue. In 1996, Bud was named Software Entrepreneur of the Year by Ernst and Young. In 2005, Macromedia was acquired by Adobe Systems for \$3.4 billion.

Panel 2: “Land Development and Job Creation”

JENNIFER OTT, CHIEF OPERATING OFFICER, ALAMEDA POINT, ALAMEDA

Ms. Ott manages the reuse and redevelopment of 870 acres of the former Naval Air Station for the city of Alameda, including overseeing property conveyance and environmental cleanup by the Navy; the local and regional planning, entitlement and regulatory process; disposition and development transactions with developers; and its \$12 million leasing program.

Prior to working at Alameda Point, she was vice president at Economic & Planning Systems, a land-use policy and real estate economics consulting firm. She has a Master of Public Policy degree from University of California, Berkeley.

PETER KATZ, PRINCIPAL, STRATEGIC CONSULTING PRACTICE, ALEXANDRIA, VIRGINIA

Mr. Katz is an author, consultant and leading proponent of the New Urbanism, an urban design and planning movement that the New York Times called “the most important phenomenon to emerge in American architecture in the post-Cold War era.” He played a key

role in shaping the movement as founding executive director of the Congress for the New Urbanism. He's author of a seminal book on the subject, "The New Urbanism: Toward an Architecture of Community" (McGraw-Hill, 1994).

He now serves as planning director for Arlington County, Va. He is a founding board member of the Form-Based Codes Institute and holds a degree from the Cooper Union in New York, where he studied architecture and graphic design.

MARY JO WAITS, DIRECTOR, ECONOMIC, HUMAN SERVICES AND WORKFORCE DIVISION, NATIONAL GOVERNORS ASSOCIATION, WASHINGTON, D.C.

Ms. Waits is director of the Economic, Human Services and Workforce (EHSW) Division of the National Governors Association Center for Best Practices. Governors rely on the NGA Center to provide tailored technical assistance for challenges facing their states, to identify and share best practices from across the country, and to serve as an information clearinghouse for an array of gubernatorial initiatives.

The Center's EHSW division focuses on developing innovative policy options and promoting best practices across a range of current and emerging state issues, including economic development, innovation, workforce development, and employment and social services for youth and low-income families.

CRAIG SEYMOUR, MANAGING PRINCIPAL, RKG & ASSOCIATES, ALEXANDRIA, VIRGINIA

Mr. Seymour joined RKG Associates, Inc., in 1987. His primary areas of expertise include economic analysis, financial forecasting, strategic planning, feasibility analysis, real property valuation and project management. He has more than 25 years of extensive experience in economic development, the socioeconomic evaluation of major projects, business and community planning and redevelopment financing.

Panel 3: "Blight Removal, Remediation and Economics"

KATIE TIMMERMAN, SENIOR PROJECT MANAGER, CSUMB

Since 2007, Ms. Timmerman has been responsible for the

administration of major and minor capital improvement projects at CSUMB. Timmerman assures compliance with CSU, state and federal requirements for new construction and renovation projects. She has a Bachelor of Science degree in Architectural Engineering with a minor in Construction Management from California Polytechnic State University, San Luis Obispo.

At CSUMB, she has managed projects that have significantly transformed both the physical campus and the experience of those who work and study here. Some of these projects include the North Campus demolition (blight removal), the University Center roof replacement, the new \$43 million Business and Information Technology Building, and Inter-Garrison Road improvements.

JIM MUSBACH, MANAGING PRINCIPAL, ECONOMIC & PLANNING SYSTEMS, INC.

Mr. Musbach's land-economics consulting firm has offices in Berkeley, Sacramento and Denver. He has more than 30 years of experience as a consulting land economist. He has been involved in the planning and implementation of projects throughout the United States, ranging from large-scale master plans and complex redevelopment and reuse projects to individual real estate projects and the formulation of land-use policy.

**LENNY SEIGEL, EXECUTIVE DIRECTOR, CENTER FOR PUBLIC ENVIRONMENTAL OVERSIGHT,
MOUNTAIN VIEW, CALIFORNIA**

Mr. Seigel has been executive director of the Center for Public Environmental Oversight since 1994. He is one of the environmental movement's leading experts on both military facility contamination and the vapor intrusion pathway. He runs two Internet newsgroups: the Military Environmental Forum and the Brownfields Internet Forum.

In July 2011, he was awarded the U.S. Environmental Protection Agency's Superfund Citizen of the Year award. He serves on numerous advisory and technical committees including the Moffett Field Restoration Advisory Board, the National Research Council's Committee on Future Options for Management in the Nation's Subsurface Remediation Effort, and the California Brownfield Reuse Advisory Group. He is founder of the Save Hangar One Committee,

working to restore and reuse Moffett Field's landmark dirigible hangar.

BRADLEY GUY, ASSISTANT PROFESSOR, SUSTAINABLE DESIGN PROGRAM, SCHOOL OF ARCHITECTURE AND PLANNING, THE CATHOLIC UNIVERSITY OF AMERICA, WASHINGTON, D.C.

Mr. Guy is a consultant on green building, deconstruction and materials reuse, and design for adaptability of buildings. He is a member of the U.S. Green Building Council Materials and Resources Technical Advisory Group and a technical resource expert for the Clinton Climate Initiative Climate Positive Program. Recent projects include working on the U.S. Gulf Coast, where he has led post-Hurricane Katrina efforts to rebuild using reclaimed materials, and in Cleveland, Ohio, conducting a citywide feasibility study for the deconstruction of abandoned homes.

Panel 4: "Design Guidelines as Economic Catalyst"

VICTORIA BEACH, COUNCIL MEMBER, CARMEL-BY-THE-SEA, CALIFORNIA

Ms. Beach is a published writer and national speaker on architectural ethics, serves on the AIA National Ethics Council, and was a Harvard Ethics Center Faculty Fellow. She has degrees in Political Philosophy and Economics from Yale and in Architecture from Harvard, where she taught building, landscape, and urban design, history, theory, and ethics. Victoria is a winner of the AIA Young Architect Award, the principal of her own architecture firm, and the founder of Design Foundations, a nonprofit matching aspiring architects with pro bono projects in under-served communities. She was elected to Carmel City Council in 2012.

CHARLES BOHL, ASSOCIATE PROFESSOR AND DIRECTOR OF THE MASTERS IN REAL ESTATE DEVELOPMENT AND URBANISM, UNIVERSITY OF MIAMI SCHOOL OF ARCHITECTURE, MIAMI

Dr. Bohl is an expert on place-making, community building and mixed-use development. He is the author of "Place-Making: Developing Town Centers, Main Streets and Urban Villages," a best-selling book published by the Urban Land Institute (ULI) now in its fifth printing. He currently serves as chair of the Congress for the New Urbanism Florida Chapter and as a member of the executive committee for the ULI Southeast Florida/Caribbean District Council. He holds a doctorate in city and regional planning from the University

of North Carolina at Chapel Hill. He lectures and consults widely in the United States and abroad.

VICTOR DOVER, PRINCIPAL, DOVER, KOHL & PARTNERS, CORAL GABLES, FLORIDA

Mr. Dover's town planning firm focuses on the creation and regeneration of sound neighborhoods as the fundamental component of livable communities.

He holds degrees from Virginia Tech and the University of Miami, and is credentialed by the American Institute of Certified Planners. He was a charter member of the Congress for the New Urbanism and currently serves as its national chair.

Panel 5: "Form-Based Regional Planning and Community Collaboration"

BILL LENNERTZ, EXECUTIVE DIRECTOR, NATIONAL CHARRETTE INSTITUTE, PORTLAND, OREGON

Mr. Lennertz is a principal author and lead trainer of the NCI Charrette System™, the first structured approach to design-based collaborative community planning.

He co-authored "The Charrette Handbook," published by the American Planning Association; is co-editor of "Towns and Town-Making Principles," a monograph on DPZ; and a contributor to the "Charter of the New Urbanism." He has taught at various universities including Harvard, where he received his Master of Architecture degree in Urban Design and now annually teaches the NCI Charrette System™ certificate course.

DOUG WALKER, PRESIDENT AND PRINCIPAL OF PLACEWAYS, is a nationally recognized leader in innovative planning and visualization software. He is best known for CommunityViz®, the widely used planning software his company creates. His practice also encompasses public engagement, planning services, and interactive web applications that support informed, collaborative planning for communities and regions. Drawing on more than 25 years of career experience in connecting people with technology, he is active in industry forums and frequently speaks, writes, and teaches about next-generation planning techniques and technology.

Panel 6: “National Monuments as Economic Engines”

DOUG FARR, PRESIDENT AND CEO AT FARR ASSOCIATES, CHICAGO, ILLINOIS

Mr. Farr is the founding principal at Farr Associates, an award-winning architecture and urban-planning firm identified by the New York Times as “the most prominent of the city’s cadre of ecologically sensitive architects.”

Farr Associates holds the unique distinction of being the first in the world to have designed three LEED Platinum buildings. Doug is on the board of the Congress of the New Urbanism, serves on the BioRegional Development Group board of directors, and was founding chair of the LEED for Neighborhood Development project.

JIM MEADOWS, EXECUTIVE DIRECTOR, PRESIDIO TRUST, PRESIDIO OF SAN FRANCISCO

Mr. Meadows is a consultant for nonprofits, global development firms, federal contractors, federal agencies and state redevelopment authorities, with concentration in four disciplines: nonprofit strategic planning, base realignment and closure development planning, feasibility and land planning, and mixed-use development master planning.

He is a past president and board member of the Association of Defense Communities, regional coordinator for the U.S. Department of Commerce, executive director of the San Francisco Presidio Trust, and executive director for the Lowry Redevelopment Authority. He was a captain in the U.S. Air Force during 1967-1971.

Table 2. (Continued)

Key:

Document Preparation
Meetings
Review Periods
Notice prep/publish
Final Approval Steps

	Status	2013												2014												2015																	
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D						
EIR/EIS																																											
1 Prepare 1st Admin Draft EIS/EIR	Done																																										
2 Review Period		█	█	█	█	█																																					
3 Prepare 2nd Admin Draft EIS/EIR		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█																											
4 Solicitor review														█	█	█	█																										
5 Prepare Public Review EIS/EIR																		█																									
6 Prepare and publish Notice of Availability in Federal Register (see HCP-7 above)																		█	█																								
7 Prepare and publish CEQA Notice of Availability (1 - 2 months)																		█	█																								
8 Public/Agencies Review Period (90 days)																		█	█	█																							
9 Respond to public comments/Prepare 1st Admin Draft Final EIS/EIR																				█	█																						
10 Review Period																				█																							
11 Prepare Final Public Draft EIS/EIR - clear for publication																				█	█																						
12 Publish Notice of Final EIS, HCP and IA Availability in Federal Register - 30 day comment period																				█	█																						
13 Publish CEQA Notice of Determination - Permit Applicants - 30 day challenge period																				█	█																						
14 CEQA Notice of Determination--CDFG - 30 day challenge period																				█	█																						
15 See Approval Process steps																																											
16 Federal Prep and Pub of <i>Record of Decision (ROD)</i> - 30 day wait period																				█	█																						
17 See Approval Process steps																																											

Table 2. (Continued)

Key:

Document Preparation
Meetings
Review Periods
Notice prep/publish
Final Approval Steps

	Status	2013												2014												2015																		
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D							
Implementing Agreement																																												
1	Prepare 2nd Admin Draft IA	Done																																										
2	Wildlife Agency and Working Group Review Period	Done																																										
7	Prepare 3rd Admin Draft IA	Done																																										
8	Review 3rd Admin Draft IA (Permit Applicants and BLM only)	Done																																										
9	Respond to comments	Done																																										
10	Review 3rd Admin Draft IA (Permit Applicants, BLM, Wildlife Agencies)	Done																																										
11	Prepare Screen-check Draft IA		■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■																																									
12	Review Screen-check Draft IA (Wildlife Agencies, Solicitor Review)														■ ■ ■																													
13	Prepare Public Draft IA														■ ■		■ ■																											
14	Prepare and publish Notice of Availability in Federal Register (see HCP-12 above)														■ ■ ■																													
15	Public/Agencies Review period (90 days)														■ ■ ■			■ ■ ■ ■ ■ ■																										
16	Prepare Final IA																										■ ■ ■ ■ ■ ■																	
17	See Approval Process steps																																											
Approval Process																																												
1	Permit Applicants and BLM Approval of Final Plan, Final EIR/EIS and Final IA																										■ ■																	
2	Establish Implementing Entity																										■																	
3	Implementing Entity approves Final Plan. EIR/EIS and Implementing Agreement																										■																	
4	See EIR/EIS steps 11, 12 and 13																																											
5	Local Agencies Adopt Imp Ordinances																										■ ■ ■																	
6	Wildlife Agencies Approval of Plan, EIR and EIS and IA																										■ ■ ■ ■																	
7	FG Findings Preparation																										■ ■ ■ ■																	
8	FWS Findings/Biological Opinion																										■ ■ ■ ■																	
9	Permits Issued by FWS																										■ ■ ■ ■																	
10	Permits issued by CDFG																										■ ■ ■ ■																	