



# FORT ORD REUSE AUTHORITY

920 2<sup>nd</sup> Avenue, Suite A, Marina, CA 93933

Phone: (831) 883-3672 | Fax: (831) 883-3675 | [www.fora.org](http://www.fora.org)

## REGULAR MEETING

### FORT ORD REUSE AUTHORITY BOARD OF DIRECTORS

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

910 2<sup>nd</sup> Avenue, Marina, CA 93933 (Carpenters Union Hall)

## AGENDA

### 1. CALL TO ORDER

### 2. PLEDGE OF ALLEGIANCE

### 3. CLOSED SESSION

- a. Conference with Legal Counsel - Existing Litigation, Gov Code 54956.9(a) – 2 Cases
  - i. Keep Fort Ord Wild v. Fort Ord Reuse Authority (FORA), Case Number: M114961
  - ii. The City of Marina v. Fort Ord Reuse Authority, Case Number: M11856

### 4. ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION

### 5. ROLL CALL

### 6. ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE INFORMATION

- a. March 13, 2015 California Central Coast Veterans Cemetery Ground Breaking & Celebration

### 7. 2015 ANNUAL LEGISLATIVE SESSION (*POSTPONED TO FUTURE MEETING*)

### 8. CONSENT AGENDA

- a. Adopt Salary Schedule for Principal Planner Position ([pg. 1](#)) ACTION

### 9. BUSINESS ITEMS

- a. 2<sup>nd</sup> Vote: Preston Park Operating and Capital Budgets ([pg. 2-15](#)) ACTION
- b. Authorize Economic Development Program Assistance/Support ([pg. 16-54](#)) ACTION
- c. Consider Fort Ord Prevailing Wage Policy and Enforcement ([pg. 55-59](#)) INFORMATION/ACTION
- d. Authorize Executive Officer to Submit I-Bank Proposal ([pg. 60](#)) INFORMATION/ACTION
- e. Consider Marina Coast Water District Proposed Regional Urban Water Augmentation Project ([pg. 61-68](#)) INFORMATION/ACTION

### 10. PUBLIC COMMENT PERIOD

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

## 11. EXECUTIVE OFFICER'S REPORT

- |  |             |
|--|-------------|
| a. Outstanding Receivables (pg. 69)                        | INFORMATION |
| b. Habitat Conservation Plan Update (pg. 70)               | INFORMATION |
| c. Administrative Committee (pg. 71-75)                    | INFORMATION |
| d. Post Reassessment Advisory Committee (pg. 76-78)        | INFORMATION |
| e. Regional Urban Design Guidelines Task Force (pg. 79-80) | INFORMATION |
| f. Veterans Issues Advisory Committee (pg. 81-85)          | INFORMATION |
| g. Water/Wastewater Oversight Committee (pg. 86-90)        | INFORMATION |
| h. Travel Report (pg. 91-92)                               | INFORMATION |
| i. Public Correspondence to the Board (pg. 93)             | INFORMATION |

## 12. ITEMS FROM MEMBERS

## 13. ADJOURNMENT

**NEXT BOARD MEETING: APRIL 10, 2015**

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

# FORT ORD REUSE AUTHORITY BOARD REPORT

## CONSENT AGENDA

**Subject:** Adopt Salary Schedule for Principal Planner Position

**Meeting date:** March 13, 2015

**Agenda number:** 8a

**ACTION**

### RECOMMENDATION:

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

### BACKGROUND/DISCUSSION:

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

Recommended salary range – Principal Planner:

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

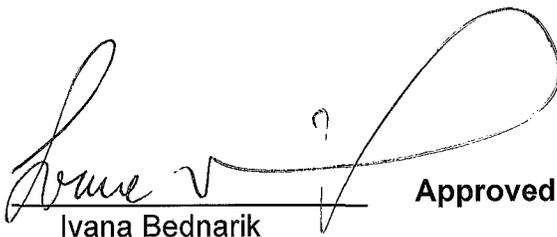
### FISCAL IMPACT:

The reclassification of the incumbent Senior Planner to Principal Planner and related funding was approved in February during the Mid-year budget review. The FY 14-15 salary ranges are available at FORA website under Human Resources.

### COORDINATION:

Avery Associates

Prepared by

  
Ivana Bednarik

Approved by

  
Michael A. Houlemard, Jr.

## FORT ORD REUSE AUTHORITY BOARD REPORT

### BUSINESS ITEMS

<b>Subject:</b>	2nd Vote: Preston Park Operating and Capital Budgets	
<b>Meeting Date:</b>	March 13, 2015	<b>ACTION</b>
<b>Agenda Number:</b>	9a	

#### **RECOMMENDATION(S):**

- 1) Board action to take from the table 2<sup>nd</sup> Vote on the Preston Park Operating and Capital Budget (tabled at November 14, 2014 Board meeting)
- 2) Hold 2<sup>nd</sup> Vote on the original motion, as listed below:
  - i. Approve/Sustain Current Rental Rate Setting Policy/Formula, Directing Staff to Provide Recommendations and a Written Summary of the Policy Prior to Consideration of the FY 2015/2016 Preston Park Budget.
  - ii. Approve FY 2014/2015 Preston Park Operating and Capital Improvement Budget, to Include a 2.4% rental Increase, Direct Staff to Extend the Rental Increase Noticing Period from 35 to 60 Days, and Make Best Efforts to Hold Meetings Between Alliance Management Company and the Preston Park Tenants Association.

#### **BACKGROUND/DISCUSSION:**

The first vote on this item was taken at the October 10, 2014 Board meeting. The Board report from this meeting is included as **Attachment A** and the revised management letter and budget adjustments are shown in **Attachment B** and revisions to the 94 page budget on the FORA website listed below.

This item was deferred until the City of Marina requested the 2<sup>nd</sup> vote be brought forward. Staff recommends approval of the FY 2014/15 Capital and Operating Budgets for the Preston Park Housing project. Past Board materials, including original attachments to the October 10<sup>th</sup> staff report (**Attachment A**), are archived on the FORA website at

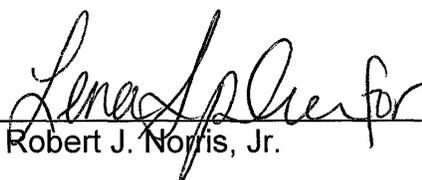
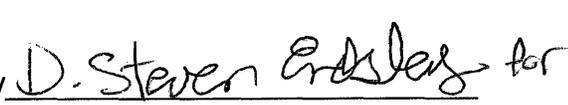
<http://fora.org/brd111414.html>

#### **FISCAL IMPACT(S):**

Reviewed by FORA Controller  (see Attachment A)

#### **COORDINATION:**

Executive Committee, Authority Counsel, and Alliance Management

Prepared by  Approved by   
Robert J. Norris, Jr. Michael A. Houlemard, Jr.

**FORT ORD REUSE AUTHORITY BOARD REPORT**

**BUSINESS ITEMS**

<b>Subject:</b>	Preston Park – Rent Rate Policy Questions	
<b>Meeting Date:</b>	October 10, 2014	<b>INFORMATION/ACTION</b>
<b>Agenda Number:</b>	8b	

**RECOMMENDATION(S):**

- i. Receive a Preston Park Rental Rate/Policy Presentation in response to FORA Board questions (**Attachment A**).
- ii. Approve the current formula and policy being used to set rents at the Preston Park.
- iii. Approve the FY 2014/2015 Operating and Capital Improvement Budget with 2.4% percent rental rate increase.

**BACKGROUND/DISCUSSION:**

The Fort Ord Reuse Authority (FORA) has overseen the management of the Preston Park Apartments since 1997, when it entered into an agreement with the United States Army (Army) to re-open the former Army housing area for civilian public occupancy. FORA has owned the Preston Park Apartments since June 2000, when the property was transferred from the Army to FORA, concurrent with the Economic Development Conveyance agreement escrow closing.

The FORA Board has requested a review of the background and policy for setting rental rates at the Preston Park Apartments. In addition, the Board members asked six specific questions regarding Preston Park rent and operations. These questions and responses are addressed below and in more detail in **Attachment A**.

The foundation for the Board's policy regarding Preston Park rental rate setting tracks back to the late 1990s. The following is a brief overview of current FORA Board policy related to the management of Preston Park, as established by previous Board actions:

- FORA will conduct a survey of local market rental rates to assist in establishment of rates for new move-ins.
- FORA will limit increases for in-place tenants to the lesser of the San Francisco Bay Area Consumer Price Index increase or 3%.
- FORA will rent 51 units as affordable (**Attachment B - Deed Restriction and Regulatory Agreement between City of Marina and FORA 2007; Amended 2009**).
- FORA will set rents near those being charged in privately owned properties to respond to community concerns and contain negative impact to the private rental market.
- FORA will manage the Preston Park Apartments to sustain Marina's share of rental income consistent with the Preston Park Rabobank financing Agreement adopted in 2011.

**1. The Army, FORA, City of Marina Preston Park management/leasing agreements and the History of Master Resolution-Chapter 8, Implementation Agreement, and impact of Preston Park Memorandum of Agreement (FORA/Marina) on rent determination.**

The United States Army developed the Preston Park Housing Area (Preston Park) in the late 1980s as additional military family housing – primarily for soldiers assigned to the former Fort Ord Military Reservation. The property was vacated shortly after the 1991 Base Realignment

and Closure Act announcement of the downsizing of the former Fort Ord to the Presidio of Monterey Annex. The Preston Park complex remained vacant until the area was leased from the Army under a Finding of Suitability for Lease (FOSL) that enabled an Army/FORA Interim Lease (LEASE) between the Secretary of the Army and FORA. In 1997, the Mid-Peninsula Housing Coalition and FORA entered into a Sub-Lease/Management Agreement and Marina agreed to serve as FORA's Agent for Preston Park. The purpose of the FOSL and related agreements was to provide housing for public sector employees, military, and the general public in response to the area overcrowding noted by several agencies. The City of Marina was also concerned that these valuable assets would be lost if FORA did not step in to reoccupy the units and reduce rising vandalism and deterioration from lack of use.

The FOSL and the supporting documents set the terms for the general operation of the Preston Park area, including the process of rate setting for market rate units and, to the establishment of 70 "affordable" units at below market rates (minimum rates established).

## **2. FORA/ Preston Park commitments/policies regarding Preston Park rental rates.**

The history of Preston Park rental rate setting is long and complex, intertwined between the City of Marina, FORA, the Army, the Mid-Peninsula Housing Corporation, and Alliance, its successor as rental manager of the property. After the property was conveyed by the Army to FORA, FORA continued to direct Preston Park activities (including rent setting) with the City of Marina, previously designated by agreement as FORA's agent.

More recently, the agreement establishing Marina as agent was terminated, and FORA, as owner of the property, began working directly with the rental management company. However, certain practices developed during the prior period have carried forward, such as the policy establishing a formula for annual rental rate increases. This policy originated in collegial discussions between the City of Marina and FORA during 2007-09, later taking the form of City of Marina Council approved amendments to Deed Restrictions and Regulatory Agreement—Preston Park, defining the mix of low and moderate income rents to be offered at the facility and FORA Board passed items regarding the Preston Park Budget, including rent increases, for both 2009-10 and 2010-11. (**Attachment B**). A market survey is performed to monitor the rents of privately owned rental units in the area (**Attachment G**).

The FORA Board actions concurred in the City of Marina's desire to "protect existing tenants from the impacts of increasing market rents," while allowing "adopted formulas" addressing allowable rent increases for both 'move-ins' and 'in-place tenants.' The latter rent increases limited to "the lesser of 3% or the Consumer Price Index for San Francisco-Oakland-San Jose."

A balance was achieved between tenant protections and incremental rent increases for market units that generate sufficient revenue to adequately maintain the facility. Application of the formulaic approach has made rental rate setting stable and less influenced by subjective considerations.

## **3. The City of Marina background context regarding Preston Park rental rate setting.**

During public review of the Preston Park leasing transaction, multiple members of the public as well as Marina/Seaside real property owners expressed concern that public ownership of the Complex would unfairly compete with privately owned properties. It was further noted that the number of affordable units should be limited, so as to minimize concentrating families of limited income to the former Fort Ord and adding to the perception of income inequality amongst

Peninsula jurisdictions. Consequently, the Preston Park Management Agreement capped the number of below market units at Preston Park at 70. In 2007, this number was revised to 51 units and codified by a regulatory agreement/deed restriction by the City of Marina and FORA. The FORA Board approved the Sub Lease/Management Agreement, the Marina/FORA's agent agreement, and the Management agreement with the Mid-Peninsula Housing Coalition.

Under the terms of the Mid-Peninsula Housing Management Agreement, through the recommendation of the City acting as FORA's agent, Mid-Peninsula Housing financed and conducted Preston Park rehabilitation, occupancy, and management. The property was subsequently transferred from the Army to FORA in June 2000, and has been continuously owned by FORA since.

There is a long history between City of Marina and FORA, throughout which each has promised to hold Preston Park revenues constant for the other party. In the case of the City, FORA has recognized that the City budget relies upon receipt of base revenue from Preston Park to secure their General Fund and other obligations. The City recognized that FORA has had obligations to its bondholders and other financial creditors. Such principles were enshrined as early as 2000, when FORA issued a Revenue Bond secured by its share of Preston Park revenue, without endangering Marina's continued receipt of its expected revenue stream. As a rule of thumb, Preston Park base revenue after expenses was calculated to be \$2 million annually, to be split 50-50, per state law. Over time, as rents increased incrementally or certain expenses were reduced, net revenues over expenses have increased. A rough estimate (for explanatory purposes only) of current net revenues available to FORA and Marina would now be \$3 million, or \$1.5 million each. This cushion allowed FORA to refinance its prior Preston Park secured debt in 2010 using only 46% of the then total Preston Park net revenues. A written agreement protecting Marina's 50% share of net Preston Park revenues was agreed to by Marina and FORA at the time. This cushion continues to increase gradually, providing the basis for numerous uses by both the City and FORA, including recent catch-up capital improvements to the apartments and emergency repairs. FORA has modeled for the City of Marina a methodology under which Marina might purchase FORA's 50% share of the Preston Park revenue stream utilizing Marina's increasing incremental share of net revenue.

#### **4. Rental History and capital improvements at Preston Park**

As briefly noted above, in 2007, FORA and the City of Marina agreed in the Preston Park regulatory agreement/deed restriction that fifty-one (51) of the total Preston Park units would be rented at below market rate. It was also agreed that these rents would be computed at a range from 50% to 60% of the median county income and that no more than twenty percent (20%) of the units on any one street would be rented at this level. Currently, fifty-one (51) Preston Park units are rented at the affordable level under this provision.

In addition, 30 units are currently rented with Section 8 financial support and the remaining units are rented at rates that are at or below the median income for Monterey County.

#### **5. Federal/Section 8 Rents, State Programs Fair Market Rent setting explained.**

The explanation of the formula and process for setting FY 2014 Monterey County Fair Market Rents (FMR) is detailed in **(Attachment C)**. The full description covers eight pages and is used as a comparison to the current policy adopted by FORA and the City of Marina for Preston Park Apartments.

## 6. Impact of capital program/health and safety requirements.

The FORA Board has steadfastly maintained a policy of fully funding the capital program requirements to sustain the quality of the housing at Preston Park. In addition, the Board has encouraged on and off site investments for the past 15 years that exceed the minimum requirements to meet health and safety. This has included significant investment in the area parks, street maintenance, and upgrades. This past year all the roofing at Preston Park was replaced under the project's capital budget. There remain window and door replacements, unit exterior lighting will require additional funding in order to be fully accomplished. The Capital Expenditure Budget (**Attachment F**) details the multiyear plan for these items.

Since the Army's transfer of Preston Park to FORA in 2000, and until 2010, Marina and FORA shared the understanding that the FORA-Marina Implementation Agreement required Marina to purchase FORA's interest in Preston Park should Marina desire to acquire the property. Given this mutual understanding, Marina and FORA have coordinated since 2002 to use Preston Park and its revenue as collateral to finance vital FORA projects, many of which directly benefit Marina. This includes Revenue Bonds issued in 2002 to FORA for building removal and roadway construction in the City of Marina, a 2004 loan from Community Bank to pay FORA's Pollution Legal Liability Insurance Policy premium, and a 2006 line of credit from Rabobank to FORA to fund building/blight removal in the City of Marina and other capital projects. In 2007, Marina purchased FORA's interest in the apartment complex known as Abrams B for \$7.7 million, which was half of the Abrams B property appraised value. After appointing an ad hoc Preston Park negotiating committee (composed of FORA Board members), in the Spring of 2010, Marina and FORA representatives entered into similar negotiations for Marina to purchase FORA's interest in Preston Park.

In 2010, FORA borrowed \$19 million from Rabobank, secured by a note and deed of trust on Preston Park. Marina representatives on the FORA Board voted in favor of the loan. FORA entered into a loan agreement with Rabobank based on its reasonably held belief that FORA would be able to liquidate its interest in Preston Park in a timely fashion. One of the Rabobank-FORA loan agreement terms is that the remaining principal balance on the \$19 million loan (approximately \$18 million) is due on or before June 15, 2014. Now that the loan is extended, the loan will be due on or before December 15, 2014.

After an unsuccessful negotiation, including judicially supervised mediation, concerning Marina's potential purchase of Preston Park from FORA, in 2012, FORA initiated a sale process. On July 10, 2012, Marina filed a lawsuit against FORA, blocking FORA from selling the property. Since that lawsuit is still pending, at its May 16, 2014 meeting, the FORA Board approved a resolution to seek a Preston Park loan extension with Rabobank to avoid loan default and property foreclosure. Marina's Preston Park lawsuit has also prevented FORA from completing building/blight removal in the Cities of Seaside and Marina through FORA's 50% of Preston Park land sales proceeds.

While the lawsuit remains unresolved, as long as FORA owns Preston Park, FORA is responsible for approving annual operating budgets, setting rental rates, funding capital improvements, and funding facility maintenance. The court has set a November 19, 2014 trial date to hear the Marina v. FORA case.

In prior Preston Park Board reports, lengthy items such as the Market Survey (**Attachment G**) and Standard Operating Budgets were presented with only summary pages of the full reports. The full documents are available on the FORA website using the links provided below.

**Attachment E:**

<http://fora.org/Board/2014/Packet/Additional/080814Item8aAttachBPPBudget-1stPageIncrease.pdf>

**Attachment G:**

<http://fora.org/Board/2014/Packet/Additional/080814Item8aAttachD-MarketSurvey.pdf>

**FISCAL IMPACT(S) Budget Recommendations:**

Reviewed by FORA Controller 

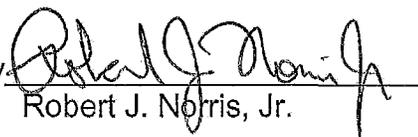
During the past several years, we have fallen behind the long standing policy of being comparable to the area rental market to avoid government out-competing private property owners for tenants. FORA and Alliance Management staff analyzed the option of recommending a rental increase closer to the 9.4% rental increase in the surrounding market rate apartments but have concluded that the recommended 2.4% rent increase will permit the property to meet all of the operational and capital improvement goals. The financial impacts of the rent increase are displayed by unit type in **(Attachment H)**. The Budget Revenue summary displays budget variances by fiscal year **(Attachment I)**.

FORA and Alliance Management staff reviewed the Alliance Management Budget Memorandum **(Attachment D)** on the Preston Park FY 2014-15 Operating Budget and Capital Improvement Program Assessment and recommend approving the Housing Operating **(Attachment E)** and Capital Replacement Program Budgets **(Attachment F)** with the 2.4% rent increase.

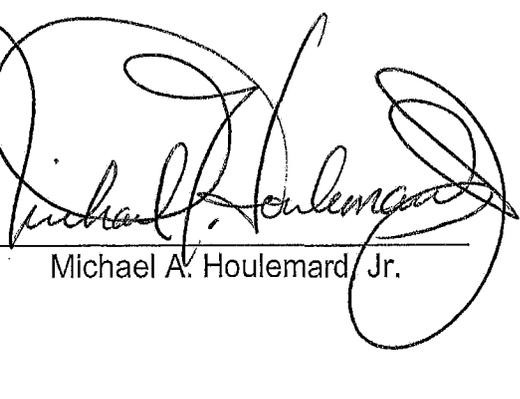
**COORDINATION:**

Executive Committee, Authority Counsel, and Alliance Management

Prepared by

  
Robert J. Norris, Jr.

Approved by

  
Michael A. Houlemard, Jr.



December 23, 2014

Mr. Michael Houlemard, Jr.  
Fort Ord Reuse Authority  
920 Second Street, Suite A  
Marina, California 93933

Re: Preston Park FY 2014/15 Proposed Budget

Dear Mr. Houlemard:

It has been a pleasure to continue to work with residents and the Fort Ord Reuse Authority over the last year. With the combination of wonderful residents and effective staff, a number of positive changes have been seen in Preston Park:

- 1) **Exterior Building Upgrades:** Re-roofing of the buildings has been completed and final clean up and gutter repairs are underway. Garage motion sensor lights have been installed on each court. Termite treatment has taken place at a number of locations in the community and includes a three year warranty from the date of service. Staff members are planning the replacement of all windows in the community as well as steel front and back doors. This project is anticipated to be underway at the end of January.
- 2) **Code Compliance/Safety Improvements:** The electrical sub-panel in each home was serviced, and grounding rods were replaced at each meter panel site throughout the community. All required attic repairs were completed. Each oven flue vent was re-sealed, and notable issues reported for repair in the coming year. One time use Fire Extinguishers were installed in each home within Preston Park. A Property Assessment took place from which a plan of action was developed to address exterior building as well as interior unit issues.
- 3) **Concrete Grinding:** Concrete grinding was performed throughout the community. Three sites on Brown Court were located indicated to require tree root removal and re-pouring of concrete or asphalt.
- 4) **Tree Trimming:** The community has performed the first phase of tree trimming and is obtaining bids for the larger phase to begin in February.
- 5) **Units of Long Term Residents:** Several long-term residents have seen upgrades in their flooring, paint, and appliances with little intrusion or inconvenience. These services are extended to long-term residents upon notification or inspection indicating replacement is necessary.
- 6) **Green Initiatives:** The community continues to implement water and energy saving programs inspired by Alliance's own Focus Green Initiative. Devices designated as water or energy saving are purchased and installed as replacement fixtures as needed. PG&E has been working with residents in the Below Market and Section 8 programs to weatherize their homes at no cost to the resident or the community. Planned landscaping changes will reduce the amount of water usage in the common areas of the community, and will continue to evolve into larger cost savings as we work in conjunction with Paul Lord at Marina Coast Water. The community participates in an appliance buy-back program where used and/or broken appliances are purchased from the community and recycled.

vs 12.23.14

Alliance looks to continue to provide the residents at Preston Park a comfortable and quality living experience. Continued capital improvements throughout the community will allow this property to remain a desirable neighborhood for renters, as well as a continued source of affordable housing for the general populace of Marina.

### Revenues

The primary source of revenue is rents, Section 8 voucher payments from the Housing Authority of the County of Monterey, and associated charges to residents such as late fees. The community experienced a delayed 1.7% rental increase in February 2013. An increase of 2.4% took place in September 2013. Previous to the February 2013 increase, the community had not seen a rental increase since August 2010.

The proposed budget reflects projected revenues according to the approved formula indicating that the annual increase in market rents for in-place tenants shall be capped at the lesser of three percent (3%) or the Department of Labor's Consumer Price Index for San Francisco-Oakland-San Jose, All Items, for All Urban Consumers (referred to as CPI-U) Average percentage for the previous year (February to February) be applied to the next fiscal year, provided that the increased rent for in-place residents does not exceed the market rent charged to move-in residents. The proposed Budget Option 1 assumes the maximum rent increase for in-place residents of two point four percent (2.4%) resulting in an anticipated 7.7% increase in Total Income (\$441,829) over the FY 2013/14 Estimated Actuals.

Note: Per the FOR A Board directive received on 12/19/14, \$300,000 was approved to be transferred from the Capital Account to the Miscellaneous Income Account in order to fund the Water Conservation Project taking place starting on January 5, 2015. Actual increase in total income would be \$141,829 or 2.0%.

The proposed Budget Option 2 assumes no increase in the FY 2014/15 rent schedule for in-place residents, however still results in a 7.6% increase in Total income (\$434,604) due to new move-in rent values.

Note: Per the FOR A Board directive received on 12/19/14, \$300,000 was approved to be transferred from the Capital Account to the Miscellaneous Income Account in order to fund the Water Conservation Project taking place starting on January 5, 2015. Actual increase in total income would be \$134,604 or 1.9%.

Both budgets capture revenue from the addition of Pet Rent and Month to Month Fees for new move-ins. Please see Attachment F for a summary of Revenue Income under the two options.

Due to the delay of the approval of a rental increase, the amounts available to contribute to the Capital Reserve Fund have been reduced (see Capital Expenses below).

In Place Residents – Market Rent

The rents proposed in Budget Option 1 are as follows:

In-Place Market Rate Rents			
Unit Size	Current Rent Range FY13/14	Proposed FY14/15 Rent	Change 10/1/14
Section 8 – Two BR	\$1,029 - \$1,198	\$1,054 - \$1,227	\$25 - \$29
Section 8 – Three BR	\$1,423 - \$1,562	\$1,457 - \$1,599	\$34 - \$37
Two Bedroom	\$1,208 - \$1,715	\$1,236 - \$1,756	\$29 - \$41
Three Bedroom	\$1,499 - \$2,010	\$1,535 - \$2,058	\$36 - \$48
Luxury – Two BR*	\$1,800 - \$2,200	\$1,843 - \$2,253	\$43 - \$53
Luxury – Three BR*	\$1,947	\$1,994	\$47

\* Note: Three 2-Bedroom homes and one 3-Bedroom home have additional features that warrant higher than average rental rates.

Fair Market Rents (FMR) for Monterey County on a County-wide basis as published in October 2013 by the Monterey County Housing Authority (MCHA) are as follows:

Unit Bedroom Size	Fair Market Rent
Two Bedroom	\$1,234
Three Bedroom	\$1,800

The two bedroom average in-place market rent at Preston Park is \$1,459 which represents a difference of \$225 from the FMR table above. The general cause of the difference in two-bedroom rents relates to the unique amenities and space available in the two-bedroom apartments at the community as compared to the general marketplace. Conversely, the majority of in-place market renters in Preston Park three bedroom homes are below the MCHA Fair Market Rent for a home of this size. The average in-place rent for the three bedroom units at Preston Park is \$1,754, which represents a difference of \$46 from the FMR table above.

Please refer to **Attachment E** for detailed information regarding Preston Park rental rates, including utility estimates, as compared to other communities that pay for Water, Sewer, and Trash service.

Affordable Rents

Affordable rental rates are derived from median income schedules published by governmental agencies. Rental rates at Preston Park are based upon 50% and 60% of the median income for Monterey County. The U.S. Department of Housing and Urban Development calculates the maximum household income by family size in Monterey County, generally once a year. As of the date of this memo new rental rates have not been released.

**An increase is not proposed at this time.**

In-Place Affordable Rate Rents	
Unit Size	Current Rent Range FY13/14
Two Bedroom VL - L	\$677 - \$832
Three Bedroom VL - L	\$756 - \$928

vs 12.23.14

Maximum Household Income Limits for 2014 as published in January 2014.

Income Category	Two Person	Three Person	Four Person	Five Person	Six Person	Seven Person	Eight Person
50% VL	\$28,800	\$32,400	\$35,950	\$38,850	\$41,750	\$44,600	\$47,500
60% L	\$34,560	\$38,880	\$43,140	\$46,620	\$50,100	\$53,520	\$57,000

Current Market Rent Conditions

The market rent for new move-ins is calculated by comparable market rent levels in the competitive market throughout the year. Additionally, the comparables as outlined in the attached Market Survey dated 5.13.14 (**Attachment D**) are smaller in square footage than units at Preston Park, and many do not offer the specialized features including in-home laundry room, gated back yard with patio, direct access garage, generous storage space, dogs and cats accepted with pet deposit (Breed restrictions apply, max 2 animals per home). Please refer to **Attachment D** for detailed information.

Per the approved rent formula in 2010, the market rents for new move-ins are fluid throughout the year and change according to market conditions. Should a rental increase be approved, market rents for incoming residents would be as follows:

Unit Size	Current Rent Range for Incoming Market Rate Residents
Two Bedroom	\$1,650 - \$1,775
Luxury - Two BR	\$1,850 - \$2,275*
Three Bedroom	\$2,035 - \$2,060
Luxury - Three BR	\$2,275*

\* Note: Three 2-Bedroom homes and one 3-Bedroom home have additional features that warrant higher than average rental rates.

Budget Summary

Expenses as outlined in **Attachment B** include Operating Expense projections and relevant changes from the FY 2013/14 budget. Operating expenses typically include expenditures for routine maintenance of the property, redecorating expenses as they apply to unit turns, and expenditures relating to the daily operations of the Leasing Office. Non-Routine expenses are included as they pertain directly to the daily function of the community, however are not typically able to be forecasted (i.e. large plumbing leaks requiring vendor service, unit specific rehabilitation projects). Annual Inspection materials are included with the Non-Routine expenses as they are a one-time yearly expense. Overall, total operating expenses proposed for FY 2014/15 are 30.3% higher than the estimated actual expenses for FY 2013/14 (\$459,755). Alliance seeks to maximize cost savings, e.g. lower utilities expenses through installation of water/energy saving devices, while contending with inescapable cost increases such as fuel for maintenance vehicles.

Note the large increase in Non-Routine expenses (\$415,664) over 2013/2014 Estimated Actuals. This increase is largely due to projects (such as the Water Conservation Project and bathtub replacements) that are necessary to complete over the course of the next several years.

#### Capital Expenses

Expenses categorized as Capital expenses directly impact the long term value of the community, including roof replacements, exterior painting, large-scale landscaping improvements, and interior upgrades including appliances and carpeting/vinyl. Capital projects that are currently pending completion as approved in the 2013/14 FY include:

- 1) Exterior Unit Windows - \$1,240,000
- 2) Exterior Unit Doors - \$200,000

The following Capital projects were delayed to the 2014/2015 FY due to timing:

- 1) Exterior Building/Flashing Repairs - \$500,000
- 2) Exterior Paint - \$200,000
- 3) Seal Coat Streets - \$155,787

#### 2014/2015 FY Capital Improvement Program

Recommended Capital Projects to be managed through the Construction Department (excluding continuing projects or completions of projects from 2013/14):

- 1) Dry Rot Repairs - \$40,000
- 2) Landscape/Irrigation Upgrades - \$100,000
- 3) Leasing Office/Signage - \$90,000
- 4) Playgrounds - \$65,000

#### Capital Reserves Fund

Expenditures for the 2014/15 fiscal period are projected to equal \$1,453,804. This amount reflects an increase of \$200,000 attributed to the total expense projected for the Building/Flashing Repairs (initially evaluated at \$800K; current value of \$1M), and splits the total value of that expenses and the \$400K expense related to painting of the community over a 2 year period. In accordance with the 2014 reevaluation of the Replacement Reserves Study conducted in April 2008, Alliance recommends a minimum reserve withholding of \$2,002.97 per unit per year during the 2014/15 fiscal period. **Please refer to Attachment C.** This withholding amount would ensure that the asset holds adequate reserves to perform necessary replacements and repairs to protect the useful life of the buildings and account for possible unforeseen cost increases as projects get underway. These funds will also allow for future projects, such as parking improvements which are not currently included in the capital plan, to be incorporated at a later date without resulting in a substantial increase in withholding amounts in future years.

We will continue to look for new ways to improve our services over the coming year and remain committed to meeting the objectives set by FOR A.

Please feel free to contact me should you have additional questions or concerns at (415) 336-3811. Approval of the final budget prior to January 30, 2015, would be helpful in order to implement rental increases by April 1, 2015.  
Regards, .

Katie Edwards  
Regional Manager

Cc: Jonathan Garcia, FOR A  
Ivana Bednarik, FOR A  
Robert Norris, FOR A  
Brad Cribbins, Chief Operating Officer, Alliance Communities, Inc.  
Annette Thurman, Vice President of Operations, Alliance Communities, Inc.

Attachments:

- FY 2014/15 Budget Revenue Summary
- Unit Matrix
- May 2014 Market Survey
- Capital Improvement Plan/Reserve Withholding
- Budget Option 1 - Rental Increase

**PRESTON PARK  
2015 STANDARD BUDGET  
CONSOLIDATION & SIGN-OFF**



Description	2015 Total	2014 Projected	Variance	Variance %
Physical Occupancy	97.87 %	97.89 %		
Economic Occupancy	94.52 %	94.25 %		
Gross Market Potential	\$6,151,413	\$6,038,519	\$112,894	1.9%
Market Gain/Loss to Lease	(\$150,779)	(\$153,411)	\$2,632	1.7%
Affordable Housing	\$0	\$0	\$0	0.0%
Non-Revenue Apartments	(\$62,509)	(\$68,070)	\$5,561	8.2%
Rental Concessions	\$0	\$0	\$0	0.0%
Delinquent Rent	\$0	\$0	\$0	0.0%
Vacancy Loss	(\$122,469)	(\$127,385)	\$4,916	3.9%
Prepaid/Previous Paid Rent	\$0	\$0	\$0	0.0%
Other Months' Rent/Delinquency Recovery	\$0	\$1,110	(\$1,110)	-100.0%
Bad Debt Expense	(\$1,200)	\$0	(\$1,200)	-100.0%
Other Resident Income	\$52,378	\$40,287	\$12,091	30.0%
Miscellaneous Income	\$316,600	\$10,554	\$306,046	2899.7%
Corp Apartment Income	\$0	\$0	\$0	0.0%
Retail Income	\$0	\$0	\$0	0.0%
<b>TOTAL INCOME</b>	<b>\$6,183,434</b>	<b>\$5,741,604</b>	<b>\$441,829</b>	<b>7.7%</b>
<b>PAYROLL</b>	<b>\$541,800</b>	<b>\$525,709</b>	<b>(\$16,091)</b>	<b>-3.1%</b>
<b>LANDSCAPING</b>	<b>\$69,800</b>	<b>\$73,968</b>	<b>\$4,168</b>	<b>5.6%</b>
<b>UTILITIES</b>	<b>\$104,309</b>	<b>\$98,813</b>	<b>(\$5,496)</b>	<b>-5.6%</b>
<b>REDECORATING</b>	<b>\$86,843</b>	<b>\$83,478</b>	<b>(\$3,365)</b>	<b>-4.0%</b>
<b>MAINTENANCE</b>	<b>\$104,812</b>	<b>\$103,214</b>	<b>(\$1,598)</b>	<b>-1.5%</b>
<b>MARKETING</b>	<b>\$15,475</b>	<b>\$15,449</b>	<b>(\$26)</b>	<b>-0.2%</b>
<b>ADMINISTRATIVE</b>	<b>\$92,088</b>	<b>\$91,881</b>	<b>(\$207)</b>	<b>-0.2%</b>
<b>RETAIL EXPENSE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>PROFESSIONAL SERVICES</b>	<b>\$154,686</b>	<b>\$142,718</b>	<b>(\$11,968)</b>	<b>-8.4%</b>
<b>INSURANCE</b>	<b>\$207,012</b>	<b>\$197,507</b>	<b>(\$9,505)</b>	<b>-4.8%</b>
<b>AD-VALOREM TAXES</b>	<b>\$107,472</b>	<b>\$107,469</b>	<b>(\$3)</b>	<b>0.0%</b>
<b>NON ROUTINE MAINTENANCE</b>	<b>\$494,221</b>	<b>\$78,557</b>	<b>(\$415,664)</b>	<b>-529.1%</b>
<b>TOTAL OPERATING EXP</b>	<b>\$1,978,517</b>	<b>\$1,518,762</b>	<b>(\$459,755)</b>	<b>-30.3%</b>
<b>NET OPERATING INCOME</b>	<b>\$4,204,917</b>	<b>\$4,222,842</b>	<b>(\$17,925)</b>	<b>-0.4%</b>
<b>DEBT SERVICE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>DEPRECIATION</b>	<b>\$417,696</b>	<b>\$417,425</b>	<b>(\$271)</b>	<b>-0.1%</b>
<b>AMORTIZATION</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>PARTNERSHIP</b>	<b>\$8,000</b>	<b>\$0</b>	<b>(\$8,000)</b>	<b>-100.0%</b>
<b>EXTRAORDINARY COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>NET INCOME</b>	<b>\$3,779,221</b>	<b>\$3,805,417</b>	<b>(\$26,197)</b>	<b>-0.7%</b>
<b>CAPITAL EXPENDITURES</b>	<b>\$1,298,017</b>	<b>\$2,388,423</b>	<b>\$1,090,406</b>	<b>45.7%</b>
<b>MORTGAGE PRINCIPAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>TAX ESCROW</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>INSURANCE ESCROW</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>INTEREST ESCROW</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>REPLACEMENT RESERVE</b>	<b>\$709,051</b>	<b>\$734,976</b>	<b>\$25,925</b>	<b>3.5%</b>
<b>REPLACEMENT RESERVE REIMBURSEM</b>	<b>(\$1,298,017)</b>	<b>(\$2,388,423)</b>	<b>(\$1,090,406)</b>	<b>-45.7%</b>
<b>WIP</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>OWNER DISTRIBUTIONS</b>	<b>\$3,487,866</b>	<b>\$3,487,866</b>	<b>(\$0)</b>	<b>0.0%</b>
<b>DEPRECIATION AND AMORTIZATION</b>	<b>(\$417,696)</b>	<b>(\$417,425)</b>	<b>\$271</b>	<b>0.1%</b>
<b>NET CASH FLOW</b>	<b>(\$0)</b>	<b>\$0</b>	<b>(\$1)</b>	<b>-262.9%</b>

4  
of  
93

**Approvals**

Owner \_\_\_\_\_ Date \_\_\_\_\_

Asset Manager \_\_\_\_\_ Date \_\_\_\_\_

COO \_\_\_\_\_ Date \_\_\_\_\_

VP \_\_\_\_\_ Date \_\_\_\_\_

Regional Manager \_\_\_\_\_ Date \_\_\_\_\_

Business Manager \_\_\_\_\_ Date \_\_\_\_\_

*Alliance Residential, LLC makes no guarantee, warranty or representation whatsoever in connection with the accuracy of this Operating Budget as it is intended as a good faith estimate only.*



# FORT ORD REUSE AUTHORITY BOARD REPORT

## BUSINESS ITEMS

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

### RECOMMENDATION(S):

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

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

### BACKGROUND/DISCUSSION:

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

### FISCAL IMPACT:

Reviewed by FORA Controller 

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

### COORDINATION:

Authority Counsel, Executive Committee, CSUMB.

Prepared/Approved by: D. Steven Erskay for  
Michael A. Houlemard, Jr.



## FORT ORD REUSE AUTHORITY ECONOMIC DEVELOPMENT BUSINESS PLAN

### I. SUMMARY

This Draft Fort Ord Reuse Authority (FORA) Economic Development Business Plan (Business Plan) recommends economic recovery/development actions for consideration by the Board of Directors. This Business Plan establishes intended meaning of the term “economic development” and outlines key components of a proposed economic development program to achieve the Board’s objectives.

### II. DEFINITION OF ECONOMIC DEVELOPMENT

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

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

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

### III. WHY IS ECONOMIC DEVELOPMENT IMPORTANT?

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

- Business Attraction – the Fort Ord Base Reuse Plan (BRP) assumed much of the economic recovery from base closure would be achieved through new enterprises relocating to the former Fort Ord. So far, this assumption has proven inaccurate. A new and more focused business recruitment effort could still yield results by focusing on emerging centers like Ryan Ranch and deepening connections to California State University Monterey Bay and other regional research institutions.
- Business Retention – increased focus on existing enterprise retention through technical and regulatory support would benefit our local and regional economies. For example, retention of the region’s current military and educational missions would protect a \$1.5B annual contribution to the regional economy.
- Job Creation/Business Startups - economic development can provide better wages, benefits, and opportunities for advancement. Job creation is vital to retaining local talent and young professionals that have been, according to several economists,

leaving the Monterey Bay region. Supporting local new businesses has been proven as the single best way to create local jobs while increasing entrepreneurial opportunities or spinoffs.

- Job Training/Skilled Workforce – effective economic development programs address regional needs for a skilled workforce and connects training programs such as apprenticeship and mentoring to link local talent to expected job opportunities.
- Increased Tax Base - effective economic development results in increased values/property tax and elevated sales. The additional revenue supports, maintains, and improves infrastructure, such as roads, parks, libraries, and municipal services.
- Economic Diversification - a diversified economic base helps expand the local economy and reduces a community's vulnerability to a single business sector. Tourism, education/military, and agriculture are the primary components of the Monterey region's current economic base and increasing diversity would strengthen/smooth out low yields in any one of those areas.
- Self-sufficiency - a stronger economic base could reduce the dependency of public services on shifting intergovernmental influences/alliances and changes in political representation.
- Productive Property Use – utilizing property for its “highest and best use” maximizes property value and revenues for jurisdictions. For instance, highest and best use could result in linking open space areas of the Monterey Bay region in order to foster tourism and compliment agriculture. It would be best to define this as the highest and most effective use that maximizes value.
- Quality of Life - increased local tax dollars and jobs raise the economic tide for the entire community, including resident's overall standard of living.
- Local Product Recognition - successful economic development often occurs when locally produced goods are consumed in local markets. The Monterey Bay region is already internationally recognized in many sectors, including tourism, food and agriculture, marine science and production, consumer goods, health and wellness, and others. The new communities, educational centers, and future business products/services that will emerge on the former Fort Ord can use this established recognition as a base for growth and competitive marketing advantage.

#### **IV. BACKGROUND - ECONOMIC DEVELOPMENT**

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

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

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

## **V. EXISTING ECONOMIC DEVELOPMENT PROGRAMS**

### **A. Local Municipal Programs**

- County of Monterey
  - . Economic Development Department
  - . Economic Development Advisory Committee
  - . Comprehensive Economic Development Strategy (EDA)
  - . SRI Strategic Plan around four-five economic pillars
  
- City of Seaside
  - . Community and Economic Development Department
  - . Economic Advisory Committee
  - . Seaside Chamber of Commerce
  
- City of Marina
  - . Marina Chamber of Commerce
  - . Economic Development Commission
  
- City of Monterey
  - . SWOT Contract for retaining military missions
  
- City of Pacific Grove
  - . Community & Economic Development Department
  
- City of Carmel-by-the-Sea
  - . Carmel Chamber of Commerce
  
- City of Salinas
  - . Economic Development Department

## **B. Regional Collaborations**

- Monterey Bay Economic Partnership (MBEP)  
The MBEP consists of public, private and civic entities located throughout the counties of Monterey, San Benito and Santa Cruz guided by a team of economic development professionals providing services to existing businesses in the region, start-up and entrepreneurial enterprises, and companies considering expansion/relocation to the region.
- Monterey County Business Council  
An alliance of business executives and professionals providing collaborative leadership to help individuals from business, government, education, and the community work together on countywide issues.
- C<sup>2</sup>: Competitive Clusters  
A joint effort between the Monterey County Business Council and the County of Monterey that emphasizes collaboration with the private sector to formulate strategies that support/enhance the competitiveness of the County's main industry clusters to stimulate job creation and strategic infrastructure improvements.
- Monterey Peninsula Chamber of Commerce  
MPCC is probably the most active Chamber of Commerce in the region with respect to business development/retention. Assists in the marketing of Peninsula businesses, oversees business recognition and community leadership acknowledgement.
- Monterey County African American Chamber of Commerce  
Focuses on business advocacy for its primarily African American membership – but also works with jurisdictions and corporate sector to seek opportunities for African American owned business. Affiliates with the California African American Chamber and sponsors the Black expo.
- University of California Monterey Bay Education, Science, and Technology Center (UC MBEST)  
UC MBEST was created to foster the collaborative and cooperative interaction between public and private education and research institutions, government research agencies, private business, and policy makers in productive alliances.
- CSUMB Institute for Innovation and Economic Development (IIED)  
Sponsored by the U.S. Economic Development Administration, the Institute is a collaboration between University and the Monterey County Business Council. The IIED looks within the university and local research institutions to establish projects that assist students, investors, and entrepreneurs in successful internships, resources, and project development.
- CSUMB/UC Merced Small Business Development Center  
The CSUMB Small Business Development Center was established to meet the specialized needs of small business owners throughout eastern Monterey, western San Benito, and southern Santa Clara Counties. Services are partially funded by the U.S. Small Business Administration, CSUMB, and the University of California, Merced.

- Central Coast Small Business Development Center at Cabrillo College  
The Central Coast Small Business Development Center is located on the Cabrillo College campus and offers a variety of free services and resources for present and potential small business owners in Santa Cruz County.
- County of Santa Cruz and County of San Benito  
In addition to the Monterey County regional programs there are effective programs in Santa Cruz and San Benito Counties that will offer opportunities to collaborate and bring job creation and recovery business to our area.

## VI. FORMER FORT ORD ECONOMIC DEVELOPMENT NEEDS

The BRP calls for the recovery program to create +/- 15,000 jobs to replace regional jobs that were lost when the US Army downsized its presence in the region through the closure of Fort Ord. Those jobs were targeted to be a full range of pay scales, emphasizing middle and higher income positions through advancing research and other skilled technical jobs. For example, the UC MBEST was originally intended to be a major employment center on the former Fort Ord, but has been unsuccessful in achieving its promise of an active university research park. While the UC MBEST undertaking may still accomplish some of its economic development potential, full scale implementation of the original vision is not expected in the foreseeable future. Resources available to the University Of California Santa Cruz in this endeavor are scarce, and without some significant assistance expectations should be limited.

## VII. ALTERNATIVES

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

### 1. Economic Development Staff Position

#### A) **Economic Development Specialist (Staff Position)**

Re-initiate the Economic Development Specialist position advertisement and extend/expand the search to other states/regions for a Certified Economic Developer. Select a national executive search firm assistance and increase the compensation/Board directed term limitations.

The Specialist position was designed to establish a "go to" person for the Fort Ord economic recovery programs to report directly to the Executive Officer. The position was designed as a leadership position that would work closely with existing economic development regional activities and collaboratively supplement/enhance those efforts. The approved mid-year FY 2014-2105 budget added funding to increase the Board's flexibility in moving forward with economic development. A portion of that additional funding could be used to increase compensation – which may close the gap that contributed to last year's recruitment disappointment.

***Exhibit A*** - approved Economic Development Specialist job description

#### Financial Impact

Economic Development Specialist: \$200,000

**B) Reconfigure Economic Development Staff Position** *(recommended)*

Reconfigure the Economic Development “Specialist” position advertisement as an Economic Development “Coordinator,” eliciting recruitment help from multiple sources. The Coordinator position would focus on the need for:

- web-based, data-focused, and technology driven support;
- incentive packages/governmental assistance grants/loans; and
- staffing support to an advisory body of the stakeholder jurisdictions/agencies/chambers involved in the regional economic recovery programs.

FORA could supplement this position by collaborating with/funding the CSUMB request for financial support for the Small Business Development Center and the Institute for Innovation and Economic Development (IIED). There would be no increase to previously approved compensation levels or Board directed term limitations.

**Exhibit B** - proposed draft Economic Development Coordinator job description

**Exhibit C** - CSUMB request for economic development program assistance

**Exhibit D** - informational materials on CSUMB IIED

Financial Impact

Economic Development Coordinator:	\$160,000 (up to)
CSUMB/IIED	\$55,000
MBEP	\$10,000
Local Agency Assistance	\$20,000
FORA Support	<u>\$ 5,000</u>
Total:	\$250,000 (up to)

**2. Economic Development Staff Position & Consulting Firm**

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

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

Financial Impact

Economic Development Coordinator:	\$160,000 (up to)
Consultant:	<u>\$ 90,000</u>
Total:	\$250,000

### **3. Economic Development Funding Pool**

The City of Marina indicated that jurisdictions lack sufficient funding for effective economic development programs given competitive resource demands and requested that available FORA economic development funds be allocated to a jurisdiction/agency funding pool to assist in these efforts.

#### Financial Impact

Funding Pool (previously allocated ED funds): \$250,000

### **4. No Action**

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

## **VIII. RECOMMENDATION**

As we recently heard during the Monterey Bay Economic Summit and during the Regional Urban Design Guidelines Work In-Progress Presentation, the success of future economic development largely depends on dynamic business growth. Business methodologies, concepts, marketing, and technologies have evolved significantly in recent years. The growth of new communication modes has yielded new data driven business models, channels, products, and services. Bringing those opportunities to jurisdictions and businesses involved in former Fort Ord job centers is desirable and will generate knowledge/expertise about available resources and tools to assess the regional entrepreneurial economy.

### **We propose an Economic Development Coordinator and regional collaboration (Alternative 1B).**

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

Several current FORA staff members would assume varying levels of supervisory and support activity for Economic Development efforts. Staff also recommends formation of a FORA Economic Development Committee as a subset to the existing Monterey County Economic Development Committee. Committee membership would include representatives from CSUMB, the County of Monterey/jurisdictions, and business and community organizations.

## IX. IMPLEMENTATION

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

1. **Initiate/Implement the recruitment** of an Economic Development Coordinator. Expand existing online presence/cultivate new economic development focused web hub in-house – saving time, money and overhead involved in managing wieldy multi-month recruitment and contracting process.
2. **Complete the hiring process or the contracting.**
3. **Solicit Information and project development knowledge** through meetings with stakeholders/jurisdictions.
4. **Meet with CSUMB's senior staff and other educational leadership** (UC, MPC, MIIS, NPS, etc.) to discuss their 5-Year plans for research and development that may link for new jobs/business attraction.
5. **Meet with all jurisdictions** including local economic development staff and political leaders to discuss educationally-related, hospitality/tourist, or agricultural technology job creation opportunities.
6. **Attend International Economic Development Council (IEDC) meetings** to sustain a national focus and links beyond the central California marketplace.
7. **Propose a Strategic Outreach Plan** to the FORA Board in June/July 2015, based on existing priorities of education, hospitality, Ag tech, and environment/recreation, in addition to new ideas identified in first 60-days.
8. **Advance/utilize the Fort Ord National Monument** to encourage "people participation" at the former Fort Ord, including participation in regional trail planning.
9. **Coordinate with regional military leaders and impacted jurisdictions** to explore means to enhance and sustain existing military missions in order to build and expand economic opportunities, veterans programs, and family support groups.
10. **Meet with national contacts** in the areas of finance and development to explore other successful methods for business attraction that may be helpful to the former Fort Ord recovery/Monterey Bay region.



# FORT ORD REUSE AUTHORITY

920 2<sup>nd</sup> Avenue, Suite A, Marina, CA 93950

Phone: (831) 883-3672 | Fax: (831) 883-3675 | [www.fora.org](http://www.fora.org)

Exhibit A to Attachment A (Item 9b)

FORA Board Meeting, 3/13/15

## JOB DESCRIPTION

**Position:** Economic Development Specialist

**Working Title:** ED Specialist

**FLSA Status:** Exempt

**Date:** June 20, 2014

### Classification Summary:

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

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

### Essential Functions:

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

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

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

### **Knowledge, Skills and Abilities:**

#### Knowledge of:

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

#### Experience:

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

#### Ability to:

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

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

**Supervision Exercised:**  
Administer consultant/vendor services contracts; Intern(s)

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

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

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

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

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

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

\_\_\_\_\_  
Employee Printed Name  
Signature

\_\_\_\_\_  
Employee  
Date

Approved By:  
  
\_\_\_\_\_

\_\_\_\_\_

FORA Executive Officer

Date



# FORT ORD REUSE

920 2<sup>nd</sup> Avenue, Suite A, Marina,

Phone: (831) 883-3672 | Fax: (831) 883-3675 | [www.fora.org](http://www.fora.org)

Exhibit B to Attachment A (Item 9b)

FORA Board Meeting, 3/13/15

## **DRAFT ECONOMIC DEVELOPMENT COORDINATOR JOB DESCRIPTION**

Job Group: Exempt Professional

Effective Date: \_\_\_\_\_

### **Classification Summary:**

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

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

### **Essential Functions:**

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

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

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

### **Knowledge, Skills and Abilities:**

#### Knowledge of:

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

#### Experience:

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

#### Ability to:

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

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

**Supervision Exercised:**

Administer consultant/vendor services contracts; Intern(s)

**Minimum Qualifications:**

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

**Desirable Qualifications:**

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

**Work Environment:**

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

**Essential Physical Abilities:**

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

**Compensation:**

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

**Reply to:**

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



CALIFORNIA STATE UNIVERSITY  
**Monterey Bay**  
 OFFICE OF THE PRESIDENT

**Exhibit C to Attachment A (Item 9b)**  
**FORA Board Meeting, 3/13/15**

831-582-3532  
 Fax 831-582-3540  
 csUMB.edu

December 2, 2014

Mayor Jerry Edelen, Chair  
 Fort Ord Reuse Authority  
 920 2nd Avenue, Suite A  
 Marina, CA 93933

RE: **Request for Assistance for Key Economic Development Programs**

*Jerry*

Dear Chair Edelen,

As you may be aware, a key objective of CSUMB is to provide positive assistance for the future economic development of Fort Ord. From the very outset of the Fort Ord Reuse Plan, two of the key design principles set out in the plan (Design Principles 1 and 3) put CSUMB as the center and focus of regional development of the former military facility. Since that time, CSUMB has been at the center of efforts to develop the former base and surrounding region, not least through its growth and the spin-off effects as well as targeted efforts to develop the area.

Recent efforts include the Base Reuse Colloquium held in December 2013 highlighting a variety of important strategies, and the continuing demolition of abandoned and blighted former military structures throughout the campus. Other ongoing efforts include the continued spending of the university in the local economy through purchasing of goods and services, and the impact of the employees and the growing student population. All of these efforts require significant resources to accomplish and sustain - resources that are scarce given the needs of a growing campus to maintain its high academic and community service standards.

At the November 14, 2014 meeting, the FORA Board considered and approved the allocation of resources toward the Monterey Bay Economic Partnership for important programs and projects relating to economic development on the former Fort Ord. Specifically, the FORA staff recommendation was for FORA to enter into an agreement to provide up to \$100,000 to this partnership. According to the staff report, these funds are part of a total of \$164,000 that has been earmarked this year for the recruitment of a staff position, which was recently unsuccessful. CSUMB applauds this effort to build strategic partnerships and further economic development efforts on Fort Ord.

There are other important strategic partnerships, however, that can assist greatly in the implementation of economic development programs and projects, and are worthy of funding by FOR A. Specifically, CSUMB sponsors three key economic development efforts that are targeted toward and benefit small businesses and the development of the former base and immediate region: the Small Business Development Center (SBDC), the Startup Challenge, and the Startup Weekend. These programs are well recognized in the region, have specific benefit for the former Fort Ord, and are led by highly qualified staff and partnership organizations. As small businesses represent two-thirds of all job growth nationwide, it is important that programs have sufficient resources to meet the needs of businesses starting, expanding or retaining their operations within the former Fort Ord. Below is a brief description of each program, with further information contained in the attached hyperlinks. Also provided is a suggested amount to assist in funding the specific programs.

**CSUMB Small Business Development Center (CSUMB-SBDC) -- Counseling Services**

The CSUMB-SBDC provides many services for small business throughout the County. One primary service is the one-on-one counseling for small businesses. The benefit of this program is that it evaluates small businesses financial status, provides in-depth analysis with comparisons to business peers and provides solid recommendations to ensure business owners pursue and secure the right sources of capital to achieve their goals. The SBDC counselors help business owners understand their financial statements, financial ratios and how a prospective lender might view a loan request. The SBDC helps business owners understand who can best provide for their capital needs, how best to match sources of capital with uses of capital and how to pitch loan proposals so that they get funded. The CSUMB-SBDC has conducted specific counseling services for small business in and around Fort Ord to encourage their retention and growth in the former base and surrounding region. According to a recent study, SBDC *in-depth* clients experienced 6 times the sales growth, and created 13 times the jobs of average small businesses. For more information, please see [www.sbdc.csumb.edu](http://www.sbdc.csumb.edu). CSUMB is requesting \$25,000 to assist in this program.

**Startup Challenge**

The Startup Challenge is an annual new venture competition held each spring throughout Monterey, Santa Cruz and San Benito counties and supported by the Institute of Innovation and Economic Development (IIED) in the CSUMB College of Business. It is an opportunity for prospective entrepreneurs, start-ups and emerging companies to showcase their ideas and business concepts. The Challenge connects regional entrepreneurs to other entrepreneurs, funders, consultants, support programs, regional and local angels and venture capitalists. The Challenge is a tool that strengthens our regional start-ups and emerging businesses by providing entrepreneurs with the best foundation possible. Since 2010, through the Startup Challenge process and competition, there have been more than 50 free regional workshops across Monterey, San Benito and Santa Cruz counties to provide 300+ businesses and entrepreneurs advice and coaching on their business plans and ideas. The winners of the venture division in the past five years are still in operation and building their businesses. Successful start-ups are assisted in finding funding and encouraged to remain in the area. The Startup Challenge attempts to raise a total of for \$85K in sponsorship which will primarily provide cash prizes and assistance for the winners with marketing. There will be a final event on May 1<sup>st</sup>, 2015 which will be open to the community to hear presentations and observe the selection of winning startups and the award process. More information is available at [www.thestartupchallenge.org](http://www.thestartupchallenge.org). CSUMB is requesting that FORA participate as a Marquee Sponsor at \$25,000 to support this activity and supported by the Institute of innovation and Economic Development at CSUMB.

**Startup Weekend**

Startup Weekend is a global grassroots movement of active and empowered entrepreneurs who are learning the basics of founding startups and launching successful ventures – all in one weekend! It is the largest community of passionate entrepreneurs with over 1,800 past events in 120 countries around the world in 2014. CSUMB is bringing Startup Weekend to the Monterey Bay region for the third time, on January 23-25, 2015. CSUMB is seeking \$10K in total sponsors to help with keeping the 80-100 participants fed and caffeinated all weekend.

Chair Edelen  
December 2, 2014  
Page Three

The final event is on Sunday evening (1/25) where all the new startup companies pitch their idea to a panel of judges, and this is open to the community. (Note – In the past the winners and several participants have gone on to compete in Startup Challenge. Last year's winner was one of the three finalists in Startup Challenge). More information is available at [www.startupweekend.org/about](http://www.startupweekend.org/about). CSUMB is requesting that FOR A participate and provide \$5,000 as a sponsor to support entrepreneurship efforts at CSUMB located within Fort Ord.

As a strategic partner, it is important for CSUMB to assist FORA in the redevelopment of the former Fort Ord through the development and operation of a growing university campus. Equally important, is for FORA to partner with CSUMB in the implementation of key economic development programs as noted above, as such programs assist startup and small businesses that will help generate jobs to replace those lost with the closure of Fort Ord. The campus is therefore requesting a total of \$55,000 for these programs from the \$64,000 in funds remaining in the FORA budget allocation for economic development. The funding of these small business programs is complementary to the broader scoped economic development programs proposed by the MBEP.

CSUMB appreciates the consideration of the FORA Board for this funding request, and we look forward to discussing this further at the upcoming Board meeting.

Sincerely,



Eduardo M. Ochoa  
President



# Institute for Innovation and Economic Development



## Economic Development

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

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

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

## Inspiring Innovation

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

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

## Our Mission

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

## Establish Sustainability

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

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



## What can IIED Do For You?

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

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



## Contact:

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

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

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

University Corporation, Suite 209  
Seaside, CA 93955-8001

# Sparking Innovation and Regional Economic Development



J. Bradley Barbeau, MBA, Ph.D.

Eric Y. Tao, Ph.D.

MaryJo Zenk, MPM, CPA

Institute for Innovation and Economic Development  
California State University Monterey Bay



# Objectives of This Presentation

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



# iiED Vision

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



# iiED Mission

**The iiED Mission is to**

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

# iiED Goals

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

# Supporting Campus Initiatives



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

# Contributing to CSUMB Students

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



# Contributing to Monterey Bay Community

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



# Personnel and Structure

## Hosted in the College of Business

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



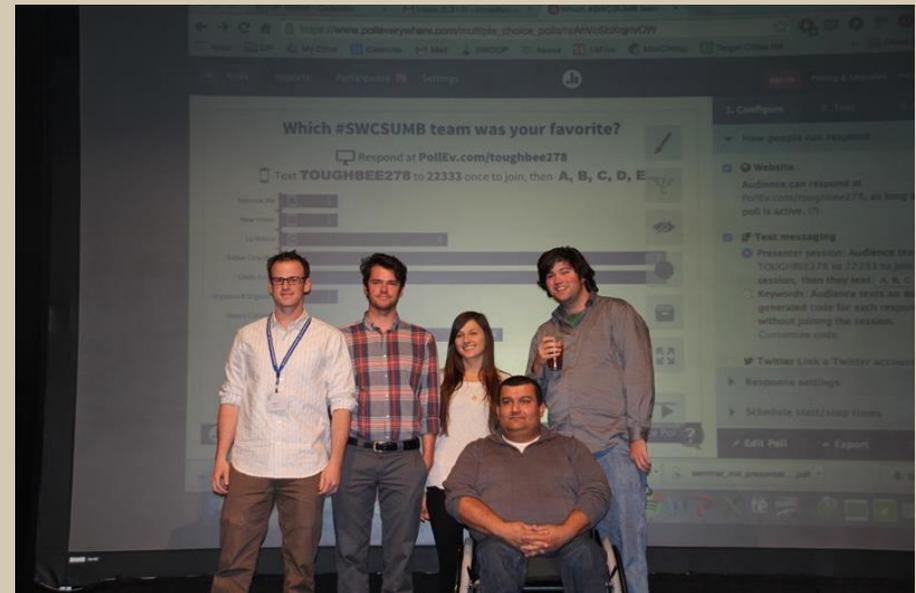
# Key Partnerships - Community

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



# Key Partnerships - CSUMB

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



# Accomplishments since Founding in 2010

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

# 2015-16 Goals and Priorities

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

# Funding: Grants

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

# Extending Reach and Impact

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

# iLab at CSUMB

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



# Opportunities

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



# Building an iiED Advisory Council

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

# Your Support

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

# Q & A



# FORT ORD REUSE AUTHORITY BOARD REPORT

## BUSINESS ITEMS

<b>Subject:</b>	Consider Fort Ord Prevailing Wage Policy and Enforcement	
<b>Meeting Date:</b>	March 13, 2015	<b>INFORMATION/ACTION</b>
<b>Agenda Number:</b>	9c	

### **RECOMMENDATION:**

- 1) Receive a former Fort Ord prevailing wage policy and enforcement report.
- 2) Provide direction regarding the Fort Ord Reuse Authority ("FORA") prevailing wage compliance role.
- 3) Authorize the Executive Officer to request a California Department of Industrial Relations ("DIR") Determination on FORA projects.

### **DISCUSSION:**

At the February 13, 2015 FORA Board of Directors meeting an informational/action report was presented on the Prevailing Wage Policy and enforcement status. Staff was directed to return recommendations regarding the FORA prevailing wage policy to address the following: 1) specify a local place for record review as prescribed by regulation, 2) include requirements for access to other records to audit payments, 3) require field inspections, and 4) that consequences, such as fines and/or debarment for violations, be enforced.

### **BACKGROUND:**

Adopting a prevailing wage requirement (as a base-wide policy) surfaced during legislative debates around the creation of FORA. While the FORA enabling legislation did not include provisions for prevailing wages, the initial FORA Board meeting explored the policy question in the exchanges about adoption of a procurement code. In fact, the FORA Board's first action in setting prevailing wage policy occurred on July 14, 1995, with the adoption of Ordinance No. 95-01. This Ordinance established FORA's Procurement Code, which required prevailing wages to be paid to all workers employed on FORA's construction contracts. The FORA Master Resolution was adopted on March 14, 1997. Article 3.03.090 of the Master Resolution required/confirmed that prevailing wage be paid for all first generation projects occurring on parcels subject to the Base Reuse Plan.

Discussion regarding the prevailing wage required continued and was included in Base Reuse Plan compliance actions through 2006, when the Board engaged in further policy clarification actions. In August 2006, the Board received a status report on jurisdiction efforts to adopt and implement prevailing wage policies consistent with Chapter 3 of the Master Resolution. That report was the result of FORA Executive Committee and Authority Counsel's examination of FORA's role in implementing prevailing wage policies on the former Fort Ord. Since 2006, the FORA Board has heard compliance concerns expressed by the Labor Council, received several additional reports, slightly modified a section of Chapter 3 of the Master Resolution, and directed staff to provide information to the jurisdictions about compliance.

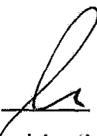
**Prevailing Wage New Legislation**

In June 2014, the California legislature passed a new registration requirement for contractors and subcontractors involved in public works projects or other projects as may be determined by the Labor Commissioner. SB 854 was passed to fund DIR monitoring and enforcement of prevailing wage laws (**Attachment A**). The new law requires online registration, payment of a \$300 fee, and that agencies file notices of their public works projects with DIR. The new legislation requires that contractors and subcontractors submit certified payroll records to DIR unless otherwise excused from this requirement and have no record of delinquent unpaid wages or penalty assessments. We are awaiting the confirmation from Authority Counsel that FORA projects are covered as public works projects under SB 854.

**Analysis**

FORA projects may be determined by DIR to be covered by this new legislation. If this is the outcome, then FORA projects would be treated consistent with all statewide public works projects and be a part of a uniform system of prevailing wage enforcement. It is recommended that we await the DIR/Authority Counsel determination before revising FORA's prevailing wage enforcement policy.

**FISCAL IMPACT:**

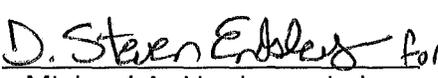
Reviewed by FORA Controller 

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

**COORDINATION:**

FORA Board, City of Marina, FORA Authority Counsel

Prepared by   
Robert J. Norris, Jr.

Approved by:  for  
Michael A. Houlemard, Jr.

### **California Senate Bill 854**

The California Legislature imposed a new registration requirement for contractors and subcontractors involved in public works projects. Senate Bill 854, passed in June, created a registration program, which went into effect on July 1, to fund the Department of Industrial Relations' monitoring and enforcement of prevailing wage laws.

The registration period is open now, and contractors and subcontractors wishing to work on a public works project must be registered by March 1, 2015. For public agencies/awarding bodies, the new law requires that all public works projects with bids submitted after March 1, 2015, or awarded on or after April 1, 2015, use only registered contractors and subcontractors. The bill also requires public agencies to include notice of the registration requirement in their bid invitations and bid documents.

Public agencies must additionally file notice of their public works projects with DIR using DIR form PWC-100 (contract award notice) for all public works projects. This requirement previously applied to about 90 percent of all projects.

Contractor and subcontractor registration is completed through an online application and requires a non-refundable \$300 fee to be paid by the contractors and subcontractors. Contractors must pay an annual renewal fee by July 1 of each year. The registration form is located on the DIR's website.

The registration process requires contractors to:

- Provide workers' compensation coverage to employees;
- Hold a valid Contractors State License Board license if required for their trade;
- Have no delinquent unpaid wage or penalty assessments;
- Not be subject to federal or state debarment; and
- Have no prior violation of the registration requirement once it becomes effective (First-time violators can avoid a 12-month disqualification by paying a penalty).

Once registration becomes mandatory early next year, contractors will also be subject to penalties for bidding or working on public works without being registered with DIR. However, contractors will not be in violation for working on a private job that is later determined to be public work.

Contractors and subcontractors on all public works projects will be required to submit certified payroll records to the Labor Commissioner unless excused from this requirement, which will be phased in, according to the DIR, as follows:

- Will apply immediately to projects that have already been under CMU monitoring
- Will apply to new projects awarded on or after April 1, 2015
- ***May apply to other projects as determined by the Labor Commissioner (FORA?)***
- Will apply to all projects, new or ongoing, on and after Jan. 1, 2016

The Labor Commissioner may make exception to this requirement for:

- Project covered by qualifying project labor agreement \_\_\_\_\_
- Projects undertaken by one of four remaining awarding bodies with legacy Labor Compliance Programs, so long as those LCPs remain approved by DIR. These LCPs include the California Department of Transportation, City of Los Angeles, County of Sacramento and Los Angeles Unified School District.

Public agencies can replace an unregistered contractor or subcontractor with one who is registered, but contracts with unregistered contractors or subcontractors are not void as pertaining to past work. Also, receiving a bid with an inadvertent listing of an unregistered contractor or subcontractors will not necessarily invalidate that bid, especially since a contractor whose registration has lapsed has a grace period within which to become current.

To help awarding bodies and contractors comply with the new requirements, the DIR will post a database of registered contractors and subcontractors on its website.

The new registration system, based upon models in place in New Mexico and New Jersey, replaces the previous requirement that awarding bodies pay for costs to monitor and enforce compliance with prevailing wage laws for certain public works projects. Registration and

renewal fees will go into the State Public Works Enforcement Fund, which provides for the administration of contractor registration, monitoring and enforcement of prevailing wage laws and the enforcement of Labor Code violations on public works projects by the DIR.

Previously, these activities were funded through billing awarding bodies for services provided on Compliance Monitoring Unit projects, a portion of the Labor Enforcement and Compliance Fund assessment charged to all California employers, the general fund and a handful of other sources.

The new program will cover all public works projects in the state rather than just selected categories of projects. The Labor Commissioner's Office will continue to monitor and enforce prevailing wage requirements.

# FORT ORD REUSE AUTHORITY BOARD REPORT

## BUSINESS ITEMS

**Subject:** Authorize Executive Officer to Submit I-Bank Proposal

**Meeting Date:** March 13, 2015

**Agenda Number:** 9d

**INFORMATION/ACTION**

### RECOMMENDATION:

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

### BACKGROUND/DISCUSSION:

FORA is moving ahead on the \$300K Economic Development Administration (EDA) planning grant application to capture current and past FORA and California State University Monterey Bay (CSUMB) building removal (BR) data, evaluate best practices in BR and develop a business plan for the Cities of Seaside and Marina, the County of Monterey, and others to guide future BR efforts. The business plan, in combination with the I-Bank loan, will directly lead to clearance jobs, construction jobs and permanent jobs.

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

### FISCAL IMPACT:

Reviewed by FORA Controller 

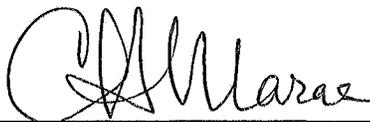
FORA requests an up-to 5-year \$3M I-Bank loan/investment. As collateral for the loan, FORA could pledge a portion of property tax revenue from the coming 5 years – which could also provide the source of repayment. The loan would provide sufficient bridge financing to complete FORA's remaining BR obligation (at Surplus II and Stockade areas) and promote collaboration with other entities to address blight removal in their jurisdictions.

FORA's BR remaining obligation (per FY 14-15 CIP)	\$6,200,000	estimated
Available BR funding (land sale proceeds at 6/30/2015 – estimated)	<u>\$3,900,000</u>	
Currently unfunded (I-Bank Loan)	\$2,300,000	

### COORDINATION:

I-Bank, EDA, CSUMB, Seaside, Marina

Prepared by

  
Crissy Maras

Approved by

  
Michael A. Houlemard, Jr.

# FORT ORD REUSE AUTHORITY BOARD REPORT

## BUSINESS ITEMS

<b>Subject:</b>	Consider Marina Coast Water District Proposed Regional Urban Water Augmentation Project	
<b>Meeting Date:</b>	March 13, 2015	<b>INFORMATION/ACTION</b>
<b>Agenda Number:</b>	9e	

### RECOMMENDATION:

1. Receive a presentation from Marina Coast Water District (MCWD) regarding its desalination planning process (**Attachment A**).
2. Consider the following:
  - a. Approve a motion to endorse MCWD's proposed 10% design planning process, including desalination component, MCWD conceptual planning and selecting a consulting firm for evaluation for a 2,700 Acre Feet per Year (AFY) desalination plant (2,400 AFY of which could be designated for the Ord Community Service Area).
  - b. Reaffirm prior FORA Board action, designating MCWD as Lead Agency for water augmentation project development and preparation of environmental documents.
  - c. MCWD to continue evaluation of 'all of the above alternatives,' including but not limited to reclaimed, conservation, groundwater replenishment, and other methodologies.
  - d. MCWD to report conclusions and recommendations to FORA Board of Directors when 10% design planning process is completed.

### BACKGROUND/DISCUSSION:

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

#### "3.2. ADDITIONAL FACILITIES.

3.2.1. MCWD Responsibilities. MCWD will cause to be planned, designed and constructed such additional water and sewer facilities as FORA, in consultation with MCWD, reasonably determines are necessary for the service area."

The FORA Board approved 1997 Fort Ord Base Reuse Plan (BRP) identified that FORA's water purveyor would need to produce 2,400 AFY in augmented water to meet the future water demands delineated in the BRP. To this end, in 2005, the MCWD and FORA Boards endorsed the Regional Urban Water Augmentation Plan (RUWAP), which would augment former Fort Ord water supplies using a hybrid of desalinated and reclaimed water sources. In 2008, the FORA Board endorsed the Regional Project, with MCWD as Lead Agency, which was intended to meet both Monterey Peninsula and future former Fort Ord water needs. The Regional Project

did not go forward. In 2014, realizing the need to devise a new plan for how to augment water on the former Fort Ord segment of the former Regional Project, FORA requested that MCWD present a number of options for a former Fort Ord augmented water supply. MCWD made these presentations on May 30, 2014 and July 11, 2014 and received feedback from FORA Board members.

Rationale for endorsing the MCWD 10% design planning process:

- MCWD has a contract with FORA and two decades of experience working under FORA's various oversight entities (Water/Wastewater Oversight Committee (WWOC), Administrative Committee, FORA staff and Board).
- MCWD is a local government agency with elected Board members and is actively working with LAFCO to solve any remaining annexation issues.
- MCWD was the Lead Agency for all prior environmental processing for the RUWAP, Regional Project, and other work similar to that necessary to accomplish FORA's water augmentation needs.
- MCWD owns the plant facilities and 'purple pipe' necessary to complete this project.
- MCWD has addressed environmental concerns previously noted by the State PUC about other similar projects, using a beach well intake system and other features deemed 'environmentally superior' previously by the PUC.
- FORA does not have any claim on reclaimed water supplies other than through contractual arrangement with MCWD and its rights under agreement with MRWPCA.
- MCWD proposes to phase both the planning/environmental review, and construction of any facilities in such a way as to be cost and administratively efficient.
- MCWD has competent and experienced staff able to plan and build a project of this magnitude.
- The 10% design planning process will answer a number of questions that have been posed about augmented water on the former Fort Ord.

Questions the 10% design phase should answer:

In addition to answering numerous technical questions about the project, the 10% design process should answer the following 'Go – No Go' questions posed by the Administrative Committee and WWOC:

- How will the project be paid for?
- How does this affect existing ratepayers?
- The current RUWAP-related FORA Board policy envisions a hybrid Reclaimed/Desal, conservation, and groundwater methodology. How does this planning process preserve those alternatives until rendered moot?
- Is there a backup approach should legal, regulatory, or technical issues delay the project?
- What kind of phasing is the most cost effective/administratively efficient and what would the schedule look like?

Assets FORA has available for the project:

- Estimated \$24 million in BRP mitigation monies that can be applied should the FORA Board choose to go forward at a date to be determined.
- Jurisdictions with projects/customers desirous of the resource being developed.
- Experienced oversight, staff, and consultants necessary to safeguard the FORA Board's/Public interest in this endeavor.

On January 21, 2015, the MCWD Board approved a desalination plant planning process. On February 18, 2015 the WWOC received that information and provided direction to MCWD to return with more data. At their March 4, 2015 meetings, the FORA Administrative and WWOC Committees received presentations regarding MCWD's desalination plant planning process and provided feedback. MCWD has requested this opportunity to provide a background presentation on their desalination plant planning and request policy direction from the FORA Board.

**FISCAL IMPACT:**

Reviewed by FORA Controller 

If the FORA Board endorses MCWD's planning process, MCWD staff expects that 10% designs for a desalination facility would cost several hundred thousand dollars. This cost would presumably be picked up by MCWD and passed on to rate payers. It is reasonable to assume that any regional entity processing a project of this nature would incur similar project development costs. It is also likely that MCWD may achieve cost savings due to prior work accomplished during the 'Regional' phase of the project planning or resulting from potential settlement from the prior effort.

**COORDINATION:**

MCWD, WWOC, Administrative and Executive Committees.

Prepared by Jonathan Garcia Reviewed by D. Steven Endsley  
Jonathan Garcia Steve Endsley

Approved by D. Steven Endsley for  
Michael A. Houlemard, Jr.

# MCWD Augmentation Project

FORA Board of Directors, March 13 2015

What? (is MCWD proposing)

To construct a modular desalination plant that can be scaled up

## Why now? (is MCWD proceeding)

- As learned in Santa Cruz and in Monterey, planning for desalination projects can take years
- The City of Marina has little water left from its allocations for development at the Airport Business Park and for full development of Cypress Knolls
- The City of Seaside needs water now for development within its city limits
- While we do not know for certain when water allocations for projects on Ord will be expended, future planning says it will happen
- It is not too early to begin that augmentation process

## What? (is the general design concept)

- The intake would be vertical wells close to the beach
- The brackish water would be pumped to a desalination plant located on higher elevations on Armstrong Ranch
- The brine concentrate would be blended with a fresh water source for disposal using the MRWPCA outfall
- The project design would allow for a modular plant to meet MCWD commitments to FORA
- In consideration of GHG concerns, plan may include solar panels located on upper elevations of Armstrong Ranch

## Why? (is MCWD proposing this)

- In the Water/Wastewater Facilities Agreement and successor amendments, MCWD agreed:
  - To own, operate, and maintain the existing water (and wastewater collection) systems on the former Fort Ord;
  - To plan, design and construct additional water and sewer facilities as FORA and MCWD reasonably determines are necessary for the service area, subsequently agreed to as an additional 2,400 acre feet of water.
  - MCWD is currently negotiating with MRWPCA as part of the Pure Water Monterey Project to use existing pipes on General Jim Moore Blvd owned by MCWD and the lease of reclaimed water to which MCWD has senior rights

## Why MCWD?

- MCWD has a contractual agreement with FORA for water and sewer service including augmenting water supply when needed, and;
- MCWD has good experience in desalination planning:
  - In 1995, MCWD was one of the first agencies to build and operate a desalination plant in the United States
  - In 2003, MCWD completed a programmatic EIR on a 3,000 acre ft desalination project on Marina State Beach
  - In 2007, MCWD completed a programmatic EIR on a 1,500 acre ft RUWAP desalination project on Fort Ord Dunes State Beach
  - Interrupting its own desalination planning, MCWD joined with the Regional Project for 10,500 acre ft in 2011 on Cemex lands and certified a project level EIR

## How? (do you proceed)

- District staff is currently working with the District's contract engineer and Denise Duffy and Associates to review all past desalination work done by the District
- We will then use all that work to piece together a project description that uses the best features of those plans to describe a conceptual desalination project design
- That conceptual project design will then be used to advertise for engineering proposals to build on that conceptual design to complete 10% engineering on a full desalination project

## What? (does 10% design give you)

- It gives design solutions to any aspects of project components that may be problematic (such a beach wells or brine concentrate disposal)
- It gives an engineer's estimate of total project construction cost
- It gives enough design information to begin the CEQA/NEPA process
- It gives enough design information to begin the permitting process
- It gives enough information to begin looking for grants and loans

## What? (is this going to cost?)

- The process of conceptual design is underway with MCWD staff and environmental consultant
- That effort will cost no more than \$25k in MCWD staff costs
- With that conceptual design, we will solicit 2 proposals:
  1. Engineering design for a full project completed to a 10% design level. Estimated cost for this 10% design is expected to cost between \$250 AND \$500K;
  2. Environmental consulting to advise the design team on environmental and permitting issues. Estimated cost is expected to be less than \$100k

## Before we go to work...

Comments?

Questions?

Reactions?

Support?

# FORT ORD REUSE AUTHORITY BOARD REPORT

## EXECUTIVE OFFICER'S REPORT

**Subject:** Outstanding Receivables

**Meeting Date:** March 13, 2015

**Agenda Number:** 11a

**INFORMATION**

### RECOMMENDATIONS:

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

### BACKGROUND/DISCUSSION:

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

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

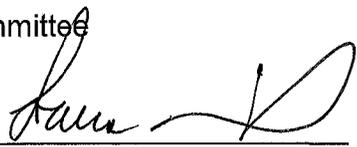
In November 2014, Marina and FORA agreed to settle pending litigation primarily by Marina acquiring FORA's interest in Preston Park. In February 2015, FORA and Marina finalized terms of a settlement agreement and executed the document on February 19. The \$35 million settlement amount will include \$2.08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

### FISCAL IMPACT:

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

### COORDINATION:

Executive Committee

Prepared by   
Ivana Bednarik

Approved by  for  
Michael A. Houlemard, Jr.

# FORT ORD REUSE AUTHORITY BOARD REPORT

## EXECUTIVE OFFICER'S REPORT

**Subject:** Habitat Conservation Plan Update

**Meeting Date:** March 13, 2015

**Agenda Number:** 11b

**INFORMATION**

### RECOMMENDATION(S):

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

### BACKGROUND/DISCUSSION:

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

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

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

### FISCAL IMPACT:

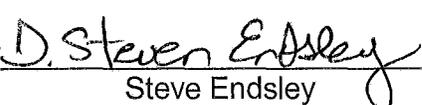
Reviewed by FORA Controller 

Staff time and printing costs for hard copies (estimated at approximately \$2,600) are included in the approved FORA budget.

### COORDINATION:

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

Prepared by   
Jonathan Garcia

Reviewed by   
Steve Endsley

Approved by   
Michael A. Houlemard, Jr.

# FORT ORD REUSE AUTHORITY BOARD REPORT

## EXECUTIVE OFFICER'S REPORT

**Subject:** Administrative Committee

**Meeting Date:** March 13, 2015

**Agenda Number:** 11c

INFORMATION

### RECOMMENDATION:

Receive a report from the Administrative Committee.

### BACKGROUND/DISCUSSION:

The approved February 4, 2015 and February 18, 2015 Administrative Committee minutes are included for Board review (**Attachments A and B**).

### FISCAL IMPACT:

Reviewed by the FORA Controller 

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

### COORDINATION:

Administrative Committee

Prepared by

  
Lena Spilman

Approved by

  
Michael A. Houlemard, Jr.



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

**1. CALL TO ORDER**

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

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

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

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

Voting Members Absent: Dan Dawson.

**2. PLEDGE OF ALLEGIANCE**

Elizabeth Caraker led the Pledge of Allegiance.

**3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**

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

**4. PUBLIC COMMENT PERIOD**

None.

**5. APPROVAL OF MEETING MINUTES**

a. **December 30, 2014 Administrative Committee Meeting Minutes**

b. **January 21, 2015 Administrative Committee Meeting Minutes**

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

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

**6. FEBRUARY 13, 2014 BOARD MEETING AGENDA REVIEW**

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

*Layne Long entered at 8:45 am*

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

## **7. BUSINESS ITEMS**

### **a. Capital Improvement Program Development Forecast Updates**

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

### **b. Fort Ord Trails Symposium Recap**

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

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

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

## **8. ITEMS FROM MEMBERS**

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

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## **9. ADJOURNMENT**

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



**FORT ORD REUSE AUTHORITY**  
**ADMINISTRATIVE COMMITTEE REGULAR MEETING MINUTES**  
8:15 a.m., Wednesday, February 18, 2015 | FORA Conference Room  
920 2<sup>nd</sup> Avenue, Suite A, Marina CA 93933

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

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

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

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

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

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

**2. PLEDGE OF ALLEGIANCE**

Doug Yount led the Pledge of Allegiance.

**3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**

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

**4. PUBLIC COMMENT PERIOD**

None.

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

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

**6. BUSINESS ITEMS**

**c. ESCA Update/Long Term Stewardship Discussion**

Item 6c was taken out of order.

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

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

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

**b. Capital Improvement Program (CIP) Development Forecast Updates**

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

**d. MCWD Proposed Desalination Project**

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

**7. ITEMS FROM MEMBERS**

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

**8. ADJOURNMENT**

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

# FORT ORD REUSE AUTHORITY BOARD REPORT

## EXECUTIVE OFFICER'S REPORT

<b>Subject:</b> Post Reassessment Advisory Committee	
<b>Meeting Date:</b> March 13, 2015	<b>INFORMATION</b>
<b>Agenda Number:</b> 11d	

### RECOMMENDATION(S):

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

### BACKGROUND/DISCUSSION:

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

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

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

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

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

### FISCAL IMPACT:

Reviewed by FORA Controller 

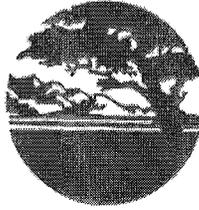
Staff time for this item is included in the approved FORA budget.

### COORDINATION:

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

Prepared by   
Josh Metz

Approved by   
Michael A. Houlemard, Jr.



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

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

**1. CALL TO ORDER**

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

**Committee Members**

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

Josh Metz, FOR A  
Katie Ahern FORA

**Other Attendees**

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

**Staff**

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

**2. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**

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

**3. APPROVAL OF MEETING MINUTES**

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

MOTION PASSED: Unanimous.

**4. PUBLIC COMMENT PERIOD**

None.

**5. BUSINESS ITEMS**

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

6. **ITEMS FROM MEMBERS**

7. **NEXT STEPS**

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

8. **ADJOURNMENT**

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

Minutes prepared by Katie Ahern

# FORT ORD REUSE AUTHORITY BOARD REPORT

## EXECUTIVE OFFICER'S REPORT

**Subject:** Regional Urban Design Guidelines Task Force

**Meeting Date:** March 13, 2015

**Agenda Number:** 11e

**INFORMATION**

### RECOMMENDATION(S):

Receive a Regional Urban Design Guidelines (RUDG) Task Force (Task Force) update.

### BACKGROUND/DISCUSSION:

The RUDG Task Force met on Tuesday, February 10, 2015; Monday, February 23, 2015; and Tuesday, March 3, 2015. The February 10<sup>th</sup> meeting was an in-progress meeting with the Fort Ord Reuse Authority (FORA) Design Charrette consulting team Dover, Kohl & Partners (DKP). The February 23<sup>rd</sup> meeting was a post-charrette review and planning meeting. The March 3<sup>rd</sup> meeting was a meeting to review DKP's draft Guidelines 101 presentation to the FORA Board.

The FORA Design Charrette was a 2-week undertaking that involved on-site meetings (individual & group) with members of the public and key stakeholders leading to draft design guidelines. The charrette involved over 1,200 people in direct conversations during the 11-day event. The consultant team presented a Work-In-Progress report on Wednesday, February 11<sup>th</sup>.

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

The next meeting of the Task Force will be 10:00 am, Monday, March 23, 2015 to review the updated "Guidelines 101" presentation.

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

### FISCAL IMPACT:

Reviewed by FORA Controller 

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

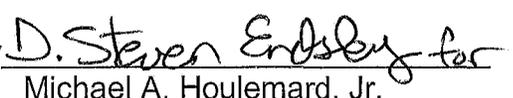
### COORDINATION:

Administrative Committee, RUDG Task Force, and DKP.

Prepared by

  
Josh Metz

Approved by

  
Michael A. Houlemard, Jr.



# FORT ORD REUSE AUT

920 2<sup>nd</sup> Avenue, Suite A, Marina, CA 93933

Phone: (831) 883-3672 | Fax: (831) 883-3675 | [www.ford.org](http://www.ford.org)

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

## REGIONAL URBAN DESIGN GUIDELINES TASK FORCE

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

920 2<sup>nd</sup> Avenue, Suite A, Marina CA 93933 (FORA Conference Room)

### MEETING MINUTES

#### 1. CALL TO ORDER

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

Committee Members:

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

FORA Staff:

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

Others:

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

#### 2. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

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

#### 3. APPROVAL OF MEETING MINUTES

a. January 26, 2015 Meeting Minutes

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

MOTION PASSED: Unanimous.

#### 4. PUBLIC COMMENT PERIOD

None.

#### 5. BUSINESS ITEMS

a. Receive RUDG Charrette update

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

#### 6. ITEMS FROM MEMBERS

None

#### 7. ADJOURNMENT

The meeting was adjourned at 3:06 PM.

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

**FORT ORD REUSE AUTHORITY BOARD REPORT**

**EXECUTIVE OFFICER'S REPORT**

<b>Subject:</b>	Veterans Issues Advisory Committee	
<b>Meeting Date:</b>	March 13, 2015	<b>INFORMATION</b>
<b>Agenda Number:</b>	11f	

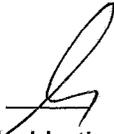
**RECOMMENDATION:**

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

**BACKGROUND/DISCUSSION:**

The VIAC held meetings on September 25 and October 23, 2014. The approved minutes from those meetings are included as **Attachment A**.

**FISCAL IMPACT:**

Reviewed by FORA Controller 

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

**COORDINATION:**

VIAC

Prepared by   
Crissy Maras

Approved by   
Michael A. Houlemard, Jr.



## FORT ORD REUSE AUTHORITY VETERANS ISSUES ADVISORY COMMITTEE REGULAR MEETING NOTES

3:00 p.m., Thursday, September 25, 2014 | FORA Conference Room  
920 2<sup>nd</sup> Avenue, Suite A, Marina, CA 93933

### 1. CALL TO ORDER AND ROLL CALL

Chair Jerry Edelen called the meeting to order at 3:00 p.m. The following were present, as indicated by signatures on the roll sheet:

#### VIAC Members:

Jerry Edelen, FORA Chair  
Edith Johnsen, Vets Families/Fundraising  
Candace Ingram, CCFVC  
Jack Stewart, CAC  
CSM Andrew Wynn, POM  
Sid Williams, Mo. Co. Military/Vets  
George Dixon, MVAO

#### FORA Staff:

Robert Norris  
Crissy Maras

#### Others:

Nicole Charles, Sen. Monning  
Sonya Arndt, Congressman Farr  
Preston Young, POM Vet. Svcs.  
Lisa Rheinheimer, MST

### 2. PLEDGE OF ALLEGIANCE

Chair Edelen asked Robert Norris to lead the Pledge of Allegiance.

### 3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

CSM Andrew Wynn introduced Presidio of Monterey Veterans Services Officer Preston Young.

### 4. PUBLIC COMMENT PERIOD

None.

### 5. APPROVAL OF JULY 24, 2014 VIAC MEETING MINUTES

MOTION: Edith Johnsen moved, seconded by Sid Williams, to approve the minutes as presented.

MOTION PASSED: Unanimous.

### 6. OLD BUSINESS

#### a. California Central Coast Veterans Cemetery Status Report

##### i. Groundbreaking Ceremony Planning

Congressman Farr's representative Sonya Arndt reported that CalVet submitted the first phase grant application to the USDVA. The application must go through seven different federal agencies to gain approval by the October 30<sup>th</sup> fiscal year end. September 14<sup>th</sup> was the deadline to challenge the environmental documents; no challenges were reported.

Jack Stewart reported that he had met with two USDVA undersecretaries to learn more about the cemetery plans. They discussed GPS location services, and coordinating a press conference and groundbreaking ceremony in February 2015.

#### b. VA/DoD Veterans Clinic Status Report

Mr. Norris reported that FORA has not received any project schedule updates. A draft letter from FORA to the City of Marina, requesting their cooperation in the clinic flag pole installation, was

included in the meeting packet. Sid Williams noted that the City had requested a letter from the Palo Alto Veterans Hospital concurring in the flag pole procurement. Ms. Arndt stated that she would work to obtain Palo Alto's written concurrence in the near term.

**c. Identify Property for a former Fort Ord Museum**

Mr. Stewart reported that a museum site had been identified on the private property area within the cemetery footprint. The site is still contemplated in current plans, and details are being refined.

**7. ITEMS FROM MEMBERS**

None.

**8. ADJOURNMENT**

Chair Edelen adjourned the meeting at 3:45 p.m.



## **FORT ORD REUSE AUTHORITY**

### **VETERANS ISSUES ADVISORY COMMITTEE REGULAR MEETING NOTES**

3:00 p.m., Thursday, October 23, 2014 | FORA Conference Room  
920 2<sup>nd</sup> Avenue, Suite A, Marina, CA 93933

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

Chair Jerry Edelen called the meeting to order at 3:00 p.m. A quorum was not obtained. The following were present, as indicated by signatures on the roll sheet:

VIAC Members:

Jerry Edelen, FORA Chair  
Rich Garza, CCCVFC  
Sid Williams, Mo. Co. Military/Vets  
Wes Morrill, MVAO

FORA Staff:

Robert Norris  
Crissy Maras

Others:

Candace Ingram, CCCVFC  
Lisa Rheinheimer, MST

#### **2. PLEDGE OF ALLEGIANCE**

Chair Edelen asked Sid Williams to lead the Pledge of Allegiance.

#### **3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**

MST representative Lisa Rheinheimer distributed flyers describing the proposed 1/8 cent sales tax measure before voters on November 4<sup>th</sup>, which would maintain transportation services for seniors, veterans, and people with disabilities.

#### **4. PUBLIC COMMENT PERIOD**

None.

#### **5. APPROVAL OF SEPTEMBER 25, 2014 VIAC MEETING MINUTES**

With no quorum present, approval of the minutes is postponed to the next meeting.

#### **6. OLD BUSINESS**

##### **a. California Central Coast Veterans Cemetery Status Report**

###### **i. Groundbreaking Ceremony Planning**

Robert Norris is working with the State General Services and Veterans Affairs offices to schedule a groundbreaking event in February 2015.

##### **b. VA/DoD Veterans Clinic Status Report**

Mr. Norris reported that FORA has not received any project schedule updates. Sid Williams met with the Palo Alto Veterans Affairs office, which resulted in Palo Alto concurrence to send a letter of support for the installation of the flag pole at the Marina clinic. Upcoming work includes determining if the pole will require a beacon light under federal aviation law since it is within a certain distance of the Marina airport, and pole restoration efforts.

##### **c. Identify Property for a former Fort Ord Museum**

Mr. Williams reported that Veterans Transition Center Executive Director Terry Bare has offered storage space and should be invited to the next meeting.

**7. ITEMS FROM MEMBERS**

Candace Ingram announced that Steve Jorgensen met with the Cemetery Advisory Committee and when describing the cemetery plans, he noted that the memorial wall had not been included in cemetery planning. The Foundation had raised funds with the idea that the wall would include plaques with donor names and it is important that the wall be constructed in the initial phase of work. Mr. Norris will review the plans and work with the State agencies to incorporate the wall via change order. Mr. Williams distributed a list of Monterey County Veterans Day events, which will be forwarded to the VIAC email distribution list.

**8. ADJOURNMENT**

Chair Edelen adjourned the meeting at 3:35 p.m.

# FORT ORD REUSE AUTHORITY BOARD REPORT

## EXECUTIVE OFFICER'S REPORT

**Subject:** Water/Wastewater Oversight Committee

**Meeting Date:** March 13, 2015

**Agenda Number:** 11g

**INFORMATION**

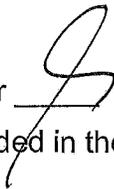
### RECOMMENDATION:

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

### BACKGROUND/DISCUSSION:

The WWOC held meetings on January 28 and February 18, 2015. The approved minutes from those meetings are included as **Attachment A**.

### FISCAL IMPACT:

Reviewed by FORA Controller 

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

### COORDINATION:

WWOC

Prepared by

  
Crissy Maras

Approved by

  
Michael A. Houlemard, Jr.



**FORT ORD REUSE AUTHORITY  
WATER/WASTEWATER OVERSIGHT COMMITTEE  
MEETING MINUTES**

Wednesday, January 18, 2015 | FORA Conference Room  
920 2<sup>nd</sup> Avenue, Suite A, Marina CA 93933

**1. CALL TO ORDER**

FORA Assistant Executive Officer Steve Endsley called the meeting to order at 10:00 a.m. The following were present:

Committee Members:

Mike Lerch, CSUMB  
Steve Matarazzo, UCSC  
Leslie Llantero, City of Seaside  
Lynette Redman, Monterey County

Others Present:

Patrick Breen, MCWD  
Kelly Cadiente, MCWD  
Bill Kocher, MCWD  
Peter Le, MCWD  
Andy Sterbenz, Schaaf & Wheeler  
Paul Greenway, MNS Engineers  
Doug Yount, ADE  
Bob Schaffer, MCP

FORA Staff:

Steve Endsley  
Crissy Maras

**2. PLEDGE OF ALLEGIANCE**

Assistant Executive Officer Endsley led the pledge of allegiance.

**3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**

Assistant Executive Officer Endsley asked that those in attendance introduce themselves since there were several new people at the meeting.

**4. PUBLIC COMMENT PERIOD**

The committee heard from members of the public who requested items for a future WWOC meeting be added to the agenda: the Marina Coast Water District desalination plant, FORA's contribution toward water augmentation, how the augmented water was allocated, and the Groundwater Sustainability Act and groundwater sustainability agency formation.

**5. APPROVAL OF MEETING MINUTES**

a. October 1, 2014 WWOC Meeting Minutes

Prior to action, committee member Lerch requested that future meeting minutes be expanded to include more detail.

MOTION: Leslie Llantero moved, seconded by Steve Matarazzo, to approve the meeting minutes.

MOTION PASSED: None opposed.

**6. BUSINESS ITEMS**

a. **Discuss FY 2014/15 WWOC Work Program/Role**

Assistant Executive Officer Endsley provided an overview of the WWOC work program from the MCWD/FORA Water and Wastewater Facilities Agreement. Mr. Lerch expressed his concerns that the agreement was not clear on the parties' roles, and that the committee was unable to recommend a budget in the past fiscal year. Committee members discussed how they could achieve budget consensus while working toward policy issue resolution. Outstanding policy issues include Ord Community annexation, a MCWD rate payer advisory committee and water augmentation program.

Committee members requested that MCWD provide detailed information on their water augmentation program, including what the project will be, what it would cost to build, and what an acre foot of water would cost the end user.

Kelly Cadiente, MCWD, requested that the WWOC work program be amended to shift the first delivery of the early budgets and rates to the March meeting.

**b. Marina Coast Water District Financial Statement**

A link to the MCWD Consolidated District Report was emailed to members prior to the meeting. Ms. Cadiente is available to answer any questions.

**c. MCWD Quarterly Report**

Ms. Cadiente reviewed the MCWD quarterly report for the first quarter of fiscal year 2014/15. Andy Sterbenz reviewed the MCWD capital improvement program. Committee members requested to review the full MCWD capital improvement program, in addition to the water augmentation program, at the February WWOC meeting.

**7. ITEMS FROM MEMBERS**

Bill Kocher introduced himself as the MCWD interim general manager.

**8. ADJOURNMENT**

Mr. Endsley adjourned the meeting at 11:30 a.m.



**FORT ORD REUSE AUTHORITY  
WATER/WASTEWATER OVERSIGHT COMMITTEE  
MEETING MINUTES**

Wednesday, February 18, 2015 | FORA Conference Room  
920 2<sup>nd</sup> Avenue, Suite A, Marina CA 93933

**1. CALL TO ORDER**

FORA Assistant Executive Officer Steve Endsley called the meeting to order at 10:00 a.m. The following were present:

Committee Members:

Mike Lerch, CSUMB  
Steve Matarazzo, UCSC  
Tim O'Halloran, City of Seaside  
Melanie Beretti, Monterey County  
Elizabeth Caraker, City of Monterey  
Daniel Dawson, Del Rey Oaks

Others Present:

Patrick Breen, MCWD  
Kelly Cadiente, MCWD  
Bill Kocher, MCWD  
Andy Sterbenz, Schaaf & Wheeler  
Paul Greenway, MNS Engineers  
Doug Yount, ADE  
Bob Schaffer, MCP  
Chris Placco, CSUMB  
Kathleen Lee, Sup. Potter  
Wendy Elliott, MCP  
Brian Boudreau  
Ken Nishi  
Beth Palmer

FORA Staff:

Steve Endsley  
Crissy Maras

**2. PLEDGE OF ALLEGIANCE**

Assistant Executive Officer Endsley asked Patrick Breen to lead the pledge of allegiance.

**3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**

None

**4. PUBLIC COMMENT PERIOD**

None.

**5. APPROVAL OF MEETING MINUTES**

a. January 28, 2015 WWOC Meeting Minutes

MOTION: Steve Matarazzo moved, seconded by Tim O'Halloran, to approve the meeting minutes.

MOTION PASSED: None opposed.

**6. BUSINESS ITEMS**

Assistant Executive Officer Endsley stated that the agenda included all of the items that the WWOC would be working on over the coming year. Some of the items might be moved to a future meeting.

**a. MCWD Mid-Year Financial Report**

MCWD Director of Administrative Services Kelly Cadiente reviewed the mid-year financial report for Ord Community, explaining that conservation has reduced income but reserves are still building toward their targets.

**b. MCWD Water Augmentation Program**

**i. MCWD Projected Description/Construction and Water Cost**

**ii. FORA Contribution**

MCWD Interim General Manager Bill Kocher explained that the MCWD Board had provided direction to re-start the water augmentation process. Staff is examining all alternatives to deliver a

project that would be most likely to achieve success. In March MCWD staff will make a presentation to the MCWD Board describing a phased approach, identifying costs, rates and fees. Subsequently, a presentation to the FORA Board will describe progress on the planning progress.

Item 6f was taken out of order to ensure a quorum vote.

**f. Amend WWOC Work Program**

**i. MCWD Presentation of Draft FY 2015-2016 Budget Schedule**

MCWD provided a schedule for reviewing the budget with their Board, the WWOC and FORA Board and when expected actions should occur to achieve final FORA Board budget approval in May and subsequent MCWD Board approval. The WWOC had no objections and the work program will be amended to reflect the updated dates.

**c. MCWD Capital Improvement Program**

FORA and MCWD staff will continue to work together to ensure the two CIPs are in sync.

**d. Rate Payer Advisory Committee – WWOC Recommendation**

Committee members will begin suggesting names for appropriate representation.

**e. Groundwater Sustainability Act & Agency Formation**

Doug Yount will provide information on this item at a future meeting.

**g. Ord Community Annexation**

This item will be moved to a future meeting.

**h. Seaside County Sanitation District Negotiations**

This item will be moved to a future meeting.

**7. ITEMS FROM MEMBERS**

None

**8. ADJOURNMENT**

Mr. Endsley adjourned the meeting at 11:30 a.m.

# FORT ORD REUSE AUTHORITY BOARD REPORT

## EXECUTIVE OFFICER'S REPORT

**Subject:** Travel Report

**Meeting Date:** March 13, 2015

**Agenda Number:** 11h

**INFORMATION**

### RECOMMENDATION(S):

Receive an Informational Travel Report from the Executive Officer.

### BACKGROUND/DISCUSSION:

The Executive Officer regularly submits reports to the Executive Committee on FORA staff/Board travel. The Committee reviews and approves requests, and the travel information is reported to the Board as an informational item.

### COMPLETED TRAVEL

#### National Coalition of Homeless Veterans (NCHV) - Board of Directors Meeting

**Destination:** Phoenix, AZ

**Date:** February 24-27, 2014

**Traveler/s:** Robert Norris

Mr. Norris serves on the NCHV Board of Directors, who recently met in Phoenix to receive briefings from the Department of Veterans Affairs, Housing and Urban Development, and other veterans service organizations regarding veteran shelter, health, and employment issues. Of particular note was the Mayor's announcement of his administration's goal to have no veterans sleeping on streets of Phoenix by end of calendar year. Mr. Norris' participation informs his work on the Veterans Issues Advisory Committee and benefits staff's ongoing efforts to support the General Gourley Clinic, the Central Coast Veterans Cemetery, and the region's military mission. FORA will reimburse airfare costs for this trip and the traveler will pay all other expenses.

### UPCOMING TRAVEL

#### Association of Defense Communities (ADC) Installation Innovation Forum

**Destination:** Monterey, CA

**Date:** March 15-17, 2015

**Traveler/s:** Michael Houlemard, Mayor Rubio, Councilmember Lucius/Supervisor Potter (to share registration)

The Forum will explore the cutting-edge developments that are reshaping how installations are managed and the way communities and installations work together. No travel expenses will be paid for this event, as it is held locally.

#### 2015 Annual Federal Legislative Mission

**Destination:** Washington D.C.

**Date:** April 13-16, 2015

**Traveler/s:** Michael Houlemard, Lena Spilman, 3 Board Members (TBD)

FORA's 2015 Annual Legislative Mission is anticipated to include meetings with the US Army Base Realignment and Closure Office, the US Office of Economic Adjustment, the Bureau of Land Management, Congressman Farr, and, possibly, the US Economic Development Administration. Meetings will cover a range of issues, including the status of FORA's long-term stewardship obligations, building removal progress, Monterey regional

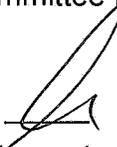
force reduction issues, Environmental Services Cooperative Agreement project management changes and contract amendments, and National Monument remediation.

2015 Annual State Legislative Mission (tentative/not yet approved by the Executive Committee)

**Destination:** Sacramento, CA  
**Date:** Late April/Early May  
**Traveler/s:** TBD

It has been determined that a State Legislative Mission may be necessary in late April/early May to meet with the California Departments of Veterans Affairs, Toxic Substances Control, and Fish and Wildlife on a number of developing issues. Additional information will be presented to the Executive Committee in April for travel authorization.

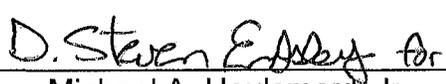
**FISCAL IMPACT:**

Reviewed by FORA Controller 

Travel expenses are paid/reimbursed according to the FORA Travel policy.

**COORDINATION:**

Executive Committee

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

# FORT ORD REUSE AUTHORITY BOARD REPORT

## EXECUTIVE OFFICER'S REPORT

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

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

Correspondence may be submitted to the Board via email to [board@fora.org](mailto:board@fora.org) or mailed to the address below:

FORA Board of Directors  
920 2<sup>nd</sup> Avenue, Suite A  
Marina, CA 93933